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RECRUITER

The United States Army Recruiting Command



Army 2010 Conference
— page 6



HEADQUARTERS U.S. ARMY ARMOR CENTER AND FORT KNOX
Fort Knox, Kentucky 40121

June 15, 1995

Ken
Dear General Simpson:

As I near completion of my tour as Chief of Armor, I want to send a note of appreciation to you and all your staff. Your extraordinary efforts in recruiting over 3,500 new Armor soldiers over the past six months reflect the quality and the competence of your command.

While this has truly been a team effort, an extra debt of gratitude is due to the quality soldiers serving "in the trenches" as recruiters. Without their tireless effort, which we commanders too often take for granted, we wouldn't be enjoying the resurgence in Armor personnel readiness worldwide. Since we are always quick to assess blame when personnel shortages occur, I wanted to ensure that your organization is aware of the deep debt of gratitude that every commander in the field owes to your fine staff for their recruiting success.

The current focus of the Army is on developing the equipment, technologies, and procedures to move the Army forward into the twenty-first century; but we must never forget that it is soldiers, not technology, that will win the nation's wars. Your organization is leading the critical effort to build the quality force of the future. Please pass on my congratulations for a job well done.

Forge the Thunderbolt!

Larry R. Jordan
Larry R. Jordan
Major General, U.S. Army
Commanding General

Major General Kenneth W. Simpson
Commander
United States Army Recruiting Command
Fort Knox, KY 40121-2726

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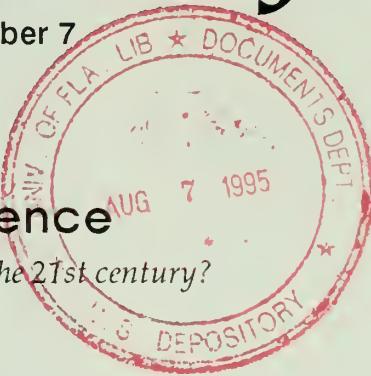
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The United States Army Recruiting Command

Recruiter Journal

VOLUME 48, Number 7

July 1995



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Regimental reflagging of the 10-division force

■ **GEN Gordon R. Sullivan** sends:

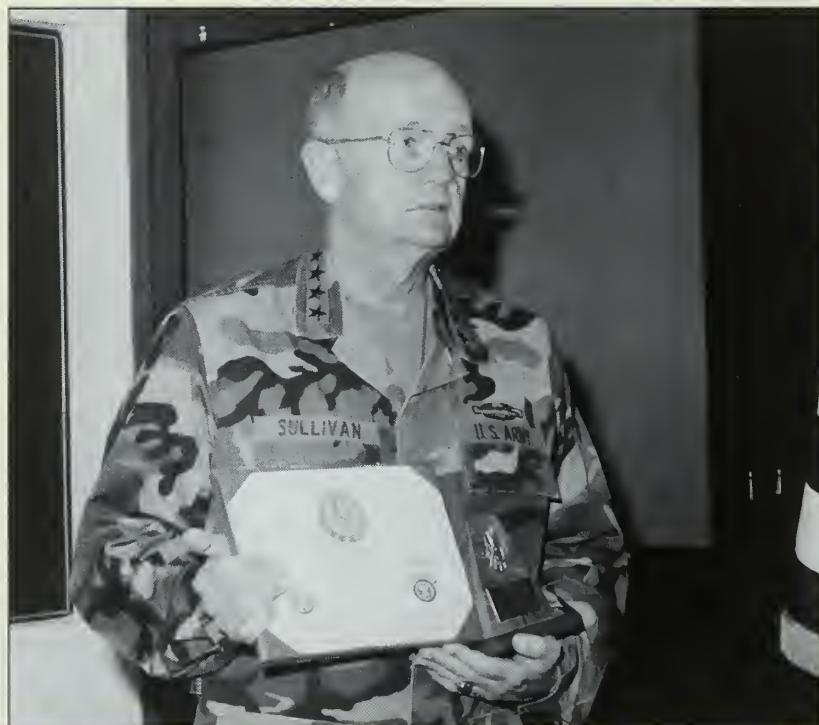
America's Army has undergone — and continues to undergo — a profound and necessary transformation. As we have grown smaller, we have worked hard to nurture and protect the essence of the Army. Regimental designations represent continuity in the force, our link to the past. Therefore, reflagging is a part of our transformation to a smaller force that retains our connection to our distinguished heritage.

The regimental reflagging plan captures the essence of the Army by aligning regiments historically and by keeping as many as possible of our oldest and most distinguished colors in the 10-division active force. In so doing, we have assured the active service of most of our historic regiments.

Fully recognizing the value of regimental association for the soldier, the Army, and the nation, I used three general guidelines in my decisions: a desire to retain as many of our proud colors as possible on the active rolls and to return some previously retired colors to active duty, historical association with divisions, and a desire to minimize the turbulence inherent in reflagging. Specific instructions on unit reflagging will come from the Center of Military History under a separate cover. The following representative examples reflect the results of our efforts:

We will re-activate the 1-24th Infantry at Fort Lewis in August of this year. This distinguished regiment, first organized in 1866 but out of the force since 1951, saw service in the Indian Wars, the Spanish-American War, World War II, and Korea. We will also reactivate the 1-30th Infantry, as well as the 1-9th Field Artillery and the 1-10th Field Artillery, assigning all three battalions to the 3d Infantry Division at Forts Benning and Stewart. The 2-2d Infantry, one of the oldest and most distinguished regiments in the Army, reactivates in Germany with the 1st Infantry Division; and the 1-63d and 2-63d Armor uncase their colors also with the 1st Infantry Division in Germany.

We have restored the association between the 9th Infantry Regiment and its traditional parent organization, the 2d Infantry Division. We also return the 1-5th Infantry, the 2-35th Infantry, and the 2-8th Field Artillery to the 25th Infantry Division. The 2-7th and 3-7th Infantry realign with the 3d Infantry Division, the regiment's parent unit in World Wars I and II and in Korea; the 1-22d Infantry returns to the 4th Infantry Division, its World War II division; the 1-13th Armor returns to the 1st Armored Division at Fort Riley; and the 1-7th Field Artillery rejoins the 1st Infantry Division, in which it served during both World Wars and Vietnam.



On his last visit to USAREC headquarters as the Army Chief of Staff, GEN Gordon R. Sullivan was given an honorary gold badge for his continuing support of the Army recruiting effort. (Photo by Greg Calidonna)

Reflagging regiments is an emotional issue for veterans as well as serving soldiers. Achieving balance in the face of many competing requirements was difficult. I believe this reflagging plan preserves the finest traditions of the Army and reflects the selfless service to the nation of the units affected.

New CSA

I welcome GEN Dennis J. Reimer as the 33rd Chief of Staff of the United States Army. GEN Reimer returns to the Pentagon to lead our Army into the next century. His vision, experience, and respect for the soldiers, civilians, and family members who contribute to our Army's greatness, make him the right choice for the Army leadership team.

He takes over as the chief of staff following two years as the commanding general of Forces Command. His earlier assignments included service and command in the United States and overseas, including Vietnam, Germany, and Korea.

As GEN Reimer assumes his new post, I know that all the soldiers, active, guard, and Reserve, civilians, and family members who work together and comprise our Army, join me in welcoming him as the 33rd Chief of Staff of the United States Army.

Togo D. West Jr.
Secretary of the Army

Story ideas?

If you want to see a story in the *RJ*, call (502) 624-8948.

Quality focus

In the May 1995 *Recruiter Journal*, the first of eight basic characteristics of the 21st Century Organization, having a "clear mission and vision," was discussed.

The second proponent of successful future organizations focuses on its customers. The organization uses customer requirements to set standards for the quality, timeliness and cost effectiveness of goods and services.

Who then and what are the USAREC customers? Customers are defined as anyone who is impacted by the product, service, or a process.

There are two types of customers: internal customers — people within the organization who receive your work after you complete your process, and carry out the next step in the process on the way toward serving the final customer — and external customers — people outside your organization who use the final product or service. You hope to delight them.

The only reason we exist is to recruit for the Army. Our sales force, the recruiters, must be supported for the command to be successful. With the Success 2000 initiative proactively pushing the command into the 21st century, the command is committed to identifying what is needed to support the force.

Look for more surveys that ask you "what do you need to get the job done." The focus is on the customer — you.

POC is Mr. Nielsen, RML, (502) 624-0158.

Sales Book Tear-Out

Editor's note: Starting this month, the *Recruiter Journal* will begin a series of materials that you may tear out and use in your Sales Book.

LOOKING FOR A JOB?

1. Ask for at least \$790.00 a month to start, plus free room and board, and frequent pay raises.
2. Insist on 30 days vacation per year with pay.
3. Ask them to provide you with working clothes and a yearly upkeep allowance for your uniforms.
4. Ask for free medical and dental care for yourself, and sick leave with pay.
5. Insist that you are permitted to learn a skill at the employer's expense with full pay, and the opportunity to go to college with your employer paying up to 75 percent of your tuition.
6. Make sure that recreational facilities are available, such as golf, tennis, swimming, weight lifting, et cetera.
7. Tell your boss-to-be that you expect a \$537.00 per month increase in your salary if you get married.
8. Insist on the option of quitting after three years to continue your education and that, after your contribution of \$1,200, you expect your employer to contribute a minimum of \$23,800 for a total of \$25,000 for your education.

If you can't get all of these benefits, then maybe you should think about applying for the United States Army!

July 1995

Overcoming the pay objection



by MSG Larry D. Green, Recruiting Operations Directorate, Headquarters, USAREC

A concern frequently expressed during sales interviews is Army pay. The objection is usually that we don't provide wages competitive to those offered by local civilian employers.

Many among our target population (17 - 24 year-olds) do not know the Army provides a competitive salary and benefits package. Many college capable youth (those we seek to recruit) believe they can earn more in entry level civilian jobs than as soldiers. As Army recruiters, we know this is frequently not the case.

The problem is not the objection, but the fact there are as many methods for addressing this objection as there are recruiters who face it daily. Many of us haven't prepared to effectively handle this objection in a confident and knowledgeable manner.

What to do?

What can we, as recruiters, do to prepare for such an objection? First, make sure you're familiar with Army pay and benefits. Have a current pay chart and RPIs on pay and benefits handy. Also, make sure you are thoroughly familiar with the Potential Benefits Summary Sheet and pay chart available on the sales presentation laser disc (USAREC Pam 350-4 in the Recruiter Management Update). These resources provide an excellent way to display Army pay and benefits. Favorably comparing Army pay and benefits with those available in the local community confirms

the Army might be a smart choice for your applicants.

You must be careful when making such comparisons to keep them general in nature, not pointed to any specific local employer. Salaries often vary for each employee and can change without notice (to you). Some employers are sensitive about releasing such information. Remember, you need the support and cooperation of local businessmen and community leaders.

Having said that, it is pretty easy to collect generic information about the pay and benefits available for entry level employees and use this a basis for constructing a personalized sales aid to supplement other tools when facing an objection about Army pay.

First, do your homework to identify your civilian competition in the local community. Which local employers hire high school graduates and college students? How stable is the local job market? You visit local businesses and employment centers in the normal course of your daily activities. It's not difficult to keep your eyes and ears open to learn what a new employee can really expect to earn in your area.

Visit the local Chamber of Commerce

Second, visit the local Chamber of Commerce and library. Both are great sources of information about the local economy and the various businesses in the area. Each will have references listing local employment trends, wages, the age of the workforce, types of employment available, number of high school graduates that start college, and a

variety of other information that can have great impact when added to your sales presentation. Don't forget local employment offices.

Finally, pick up newspapers including local employment periodicals and review the classifieds. Find out which companies are hiring and for what types of jobs. Find out what salaries and benefits are offered and what the prerequisites for employment are. Cut out a sampling of these ads to use as sales aids. A visual aid can be worth a thousand words. A little research on your part will produce more information than you can use.

Record information that's not easily remembered. Put information for use in addressing the Army pay objection down on 3 by 5 cards which can be easily carried in your planning guide and quickly reviewed prior to a sales presentation. Incorporate those newspaper clippings in your sales book and keep a couple available for use when you're using the JOIN sales presentation. Remember to keep this data current. With this information in hand, it's time to put together a pay and benefits comparsion.

Once organized

Once you've organized your material, get your yellow tablet out and practice applying this information in a comparison. Then using your note cards (it's much better if you practice until you've got this memorized) list benefits which apply to Army service. Use the 14 shown in this article or others which may be of particular interest in your market. Just be careful not to imply something that's not accurate or make promises the Army can't keep.

List Army pay and benefit data under the Army column, then add the information you've collected about the local job market in the Local Jobs column. Remember to include your prospect in this process. Ask him or her to estimate local starting salary, or whether they think certain benefits might be available. Their discovery of this information will make a lasting impression. Practice and adjust until you feel comfortable presenting it.

Always keep in mind that an objection about Army pay, like any other, is generally just a request for more information. You owe it to yourself and the prospect to be ready to provide as much information as necessary to satisfactorily answer this common question.

Army Comparsion Worksheet

Purpose: To compare Army benefits to civilian

Pay and Benefits	Local Job	Local Job	ARMY
Salary			**\$ 832.80
Housing			**\$ 320.10
Food			\$ 212.40
Total			\$1,365.30
Medical			Yes
Dental			Yes
Advancement			Yes
Retirement			Yes
Opportunities to lead			Yes
Education benefits			Yes
Paid vacation			Yes
Sick leave			Yes
Travel			Space A
Exit Benefits			VA home loan

* Army pay for E-1 over four months

** Based on with dependents

Army 2010



by Kathleen Welker, RJ Editor

The year is 2010. US Army recruiter Joe Smith walks through the local mall. His pocket computer in hand, he is ready to meet and discuss Army opportunities and options with any potential applicant he sees. But who is this potential applicant? What qualities and capabilities will the Army need in the year 2010?

These questions and others were addressed recently at a high level conference, convened at the request of former Army Chief of Staff GEN Gordon R. Sullivan at the Cantigny Foundation in Wheaton, Ill. Cantigny was the home of the late COL Robert R. McCormick, former editor and publisher of the *Chicago Tribune* and veteran of World War I. After his experiences in that war he changed the name of the family estate from Red Oaks to Cantigny, where so many Americans lost their lives as a result of inexperience in a hastily mobilized new unit, the 1st Infantry Division. McCormick's Cantigny is also the home to the 1st Infantry Division Museum.



USAREC CSM Ernest Hickle discusses quality issues with the new Sergeant Major of the Army Gene C. McKinney during a break between presentations at Cantigny. (Photos by Greg Calidonna)

In his keynote address, former Chief of Staff of the Army, GEN (Retired) Carl E. Vuono described holding this particular conference at Cantigny as symbolic. "The lessons of that battle are as important for the Army of 2010 as they were in 1918. We learned then that we cannot adequately prepare for war at the last minute."

Vuono continued, "The irony is that we should be convened today at Cantigny — named for the site of our bloody lesson of 1918 — to consider the challenge that now faces our nation and our armed forces in assuring preparedness for military operations in 2010 under circumstances that today are not easily discernible."

For lack of a crystal ball, the Army Chief of Staff called this conference to see if we can infer the circumstances of 2010 from what we know about 1995. LTG John E. Miller, deputy commander of the Army Training and Doctrine Command (TRADOC), opened the conference by describing today's Army as one with no clear, predictable enemy. Therefore, he said, today's Army must be prepared for a variety of missions over a broad spectrum of more ambiguous situations.

The quality imperative is a given

The need for quality is a given: Quality soldiers have higher hands-on test scores, which means they have a better initial aptitude that is critical to training, and they develop a higher performance level (i.e., initial vs. Cat IV at 3-4 years in service). There is no reason to believe the

quality imperative will change to something less in the next 15 years.

LTG (Retired) Rick Brown postulated that improved training is the answer to the supply-and-demand problem of quality recruits. Brown agreed that higher aptitude means better performance, but stressed that intense new technologic training can also improve performance and cited the battle lab centers as great teaching tools.

Societal changes impact the Army

Dr. Christopher Dede described two major trends that are driving shifts in American society, dramatically affecting the types of knowledge and skills our youth need by high school graduation. First, the **emergence of the global marketplace** — driven by advances in information technology — is changing the nature of work, mandating a different set of abilities than were necessary for success in an industrial society. Second, Americans face an increasing cultural diversity.

Dede explained that virtual reality environments (knowledge webs, virtual communities, shared synthetic environments) will have a profound effect on education and will teach a vast variety of information. Capabilities to work in partnership with intelligent tools, to make decisions rapidly under uncertain conditions, to constantly reconfigure organizational structures and practices, and to work in flexible teams are vital.

Of special interest to recruiters, Dr. Paul J. Andrisani described "Critical Aspects of the Youth Labor Market in 2010." The good news is that the youth cohort (market pool) will grow; the bad news is that youth qual-



"We cannot turn back. We cannot allow the American Army to fail its next test on the battlefield. More so than in the past, today's international environment may not afford us the luxury of second or third battles to recover from a failure in the first battle."

— GEN (Ret.) Vuono

ity will stagnate (standardized tests have shown little improvement in the years 1970-1993).

More variation in quality will be apparent — more highs and lows, with fewer applicants of moderate quality, meaning "more very high quality youth who go right to college, more low quality youth who are not Army material, and a lower proportion of moderately high quality youth who would be attractive to the Army," Andrisani said.

Not surprisingly, the demand for quality will increase in every arena, with professional, managerial, technical, and service industries competing with the military for the same quality youth. Meanwhile, the value of a college degree is increasing, with increased competition for quality minority and female youth.

Andrisani postulated that because Army training instills behavioral and social skills as well as occupational skills, the value of being a veteran will continue to rate highly with employers. "An important key may be whether future youth will perceive that military service is a mechanism for either acquiring skills or financing a college education," he said.

What will the Army look for in recruits of 2010?

Given the rapid increase in technology development, the variety of Army missions in operations other than war (OOTW), and the increasing cultural diversity of the America youth pool, Dr. Michael G. Rumsey, from the US Army Research Institute, speculated on the attributes the soldier of the future will need.

First, **cognitive ability**. The rapid acceleration of information means there will be more knowledge to be process; quick judgments about this information will be needed, requiring accelerated

but discretionary cognitive functioning. Additionally, the growth of technology will enhance soldiers' capabilities.

Second, cooperativeness and teamwork. Increasingly important as operations become more diversified, the roles of teams will become greater. As info-based technology continues to advance, some may find themselves working more in isolation; we will nevertheless need people who work well with others, people who can work in isolation, and people who can work in both types of environment.

Rumsey also described **conscientiousness and integrity, achievement motivation (will to succeed), adaptability, emotional stability, openness to experience, tolerance for ambiguity, language skills, cultural adaptability, and racial/ethnic tolerance** as other important attributes in peacekeeping and future OOTW.

Dr. Donald Smith described "The Soldier as Adaptive Problem-Solver and Decision-Maker," anticipating that structural changes will move many decision-making functions to lower levels. Thus, soldiers in the 21st century will require better problem-solving and decision-making skills, to "think outside the box." There will be *an increasing need for conceptual knowledge*, which involves an understanding of principles as well as facts and concepts.

OOTW will necessitate new skills as well as higher levels of current skills. Dr. Mark Peterson wrote, "Personnel at all levels who participate in international operations

adjust to changing landscapes, requiring a larger number of personnel who are sensitized to international culture issues and can use a basic framework to learn and adapt to varied international situations.

Peterson proposes three levels of military intercultural training: military-wide cultural awareness, cultural profiles of country clusters (such as Nordic, Arab, EuroLatin, etc.), and area specialization for those situations/areas that require highly specialized briefings tailored to the particular locale.

Educational trends impacting the Army

The rising number of missions involving OOTW underscores the importance of personnel capable of multiple perspectives. Military training in intercultural communication on both intellectual and emotional levels is very important, but Dede believes this training must build on prior attitudes, beliefs, values, knowledges, and linguistic skills transmitted from the American educational system.

Unfortunately, American schools (in Dede's opinion) are doing a poor job of conveying these types of knowledge and skills, and little in current trends toward educational reform suggests that this situation will improve much by 2010. Dede believes that the emphasis in current school reform is focusing on preparing students for the tool-based, collaborative portions of the 21st century workplace, rather than developing multi-cultural perspectives and capabilities for intercultural communication.

Improving Army effectiveness in 2010

Given quality, Dr. Curtis L. Gilroy maintained that the Army must learn to do a better job at assigning soldiers more effectively, that the current system works well at filling slots, but it may not assign recruits where they would perform best. Gilroy argued that making assignments based on *minimal* qualification ignores an obvious relationship between resources, employment competition, and success in performance.

To attract quality, Gilroy suggested a dual market strategy of a two-year enlistment option plus enlistment bonuses in addition to the Army College Fund. To retain quality, Gilroy suggested retention pay incentives, selected reenlistment bonuses (SRB), retirement benefits, and improved quality of life.

Dr. David Segal, a military sociologist with the University of Maryland, described a study he conducted with soldiers returning from Haiti. He concluded that few jobs in the Army get done by "basic soldier skills." But since specialization impacts negatively on adaptability and fosters resistance to training outside of the specialty, Segal recommended that the Army opt for a greater breadth of training or "reskilling."

Example: While there was no need for gunners in the 10th Mountain Division mission in Haiti, gunners were deployed and used as MPs. With no training in crowd/riot



Army Deputy Chief of Staff for Personnel LTG Theodore Stroup (center) discusses a conference topic with MG Larry Jordan (left) and BG Arthur Dean, a former USAREC brigade commander.

including humanitarian and peacekeeping missions require new types [of] preparation for a new kind of quality imperative." Simply put, there will be *greater need for cultural knowledge* in the post-superpower era.

There will be a higher correlation between culture knowledge and mission success, as well as personal ad-

control tactics, the gunners became resentful of this duty. The light infantry and field artillery in Haiti needed training routinely given to military police units, skills easily cross-trainable.

Segal also addressed other factors that are causing stress in today's Army that could impact effectiveness in Army 2010. Currently, the wear and tear of frequent deployments is beginning to show. Solution: Establish more general purpose units, cross-trained in a wide variety of OOTW skills, with fewer specialized "big" units for deployment.

With changing OOTW missions and frequent deployments, there will be even more unaccompanied rotations, with declining morale for both soldiers and their family members. Family attitudes affect retention, Segal said. Segal suggests, too, that specialized training be authorized for the Reserve and National Guard units, so that they can accept more crisis missions.

Quality then, now, and in 2010

BG John Mountcastle, from the US Army Center of Military History, gave a historical perspective on "The Search for Enduring Soldier Qualities." His premise was that very high quality members of teams, operating with more autonomy, more versatile and adaptable, will be the keystone behind the transformation to Army 2010.

Mountcastle cited historic soldier traits as initiative, courage, aggressiveness, intelligence and the ability to improvise. He described increases in the lethality of the battlefield throughout history, which led to more decentralization and more authority to individual soldiers. This greater technologic lethality created a need for specialized skills and talents. The Army went from 57 specialties in World War I to 704 by 1919, to include craftsmen, mechanics, admin and logistics personnel, and medics.

World War II demanded more cognitive skills than ever before, because increased technology demands more intelligence, skill, and responsibility. The current AirLand Battle doctrine plus improved recruiting tools equals improved quality, but there is no reason to believe we will ever need less quality.

Mountcastle said that the Army has always needed the historic soldier traits, even through the downsizing era. He quoted GEN Gordon R. Sullivan: "Smaller is not better — better is better."

Because the Army cherishes and nurtures those core soldierly traits, the Army must constantly strive to improve the future force. The Army 2010 Conference was a step in the right direction. 



Fatherless

In "Changing Family Demographics and the Impact on Accession, Trainability, Motivation, Character, and Performance," Dr. Patricia Shields described changing social conditions that are causing a rapid increase in the number of young people who are fatherless. She estimated that over half of the recruitment pool of 2010 will spend a substantial portion of their first 18 years apart from their fathers.

The consequences of fatherlessness touch all aspects of a child's life. Fatherless children are more likely to: live below the poverty line, have academic and achievement problems (such as dropping/failing out of school), be delinquents and criminals, suffer health and emotional problems (such as low birth weight, low self-esteem, and depression), more likely to divorce and have out-of-wedlock children themselves. Fatherless children generally grow up in more chaotic, less

disciplined households, with negative implications for performance.

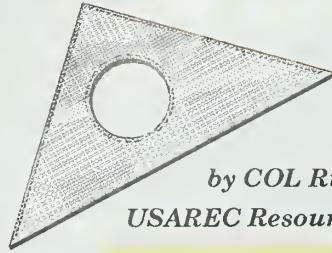
Assuming current recruiting practices are maintained, the most dysfunctional individuals will be removed by the HS graduation requirement and screens for criminal records and drug use. On average, the children of single-parent homes will have somewhat lower test scores, poorer grades, more emotional baggage, and be less disciplined than comparable youths from two-parent homes. However, parental divorce and associated financial problems may lead many otherwise college-bound youth to the Army, viewing the Army as a way to pay for college. This would have a positive effect on accession, trainability, and performance.

Intergenerational problems are associated with fatherlessness. Fatherless children are more likely to get divorces, have children outside marriage, and be single

parents. While married, these children are more likely to have family adjustment problems. The military requires special sacrifices of its members and families, facing frequent separations, demanding work schedules, and the threat of injury or death in the event of a national crisis. As the statistics for fatherlessness rise every year, one would expect the soldiers of 2010 to have more family problems.

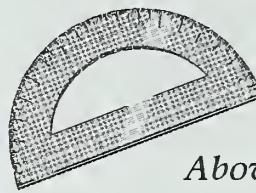
Fatherhood is cultural, according to Shields, demonstrating a man's commitment to the mother of his children and his willingness to invest time and resources in the raising of his offspring. Moral life begins with the formation and maintenance of the family. Character is shaped in the early years, where early moral traits are reinforced and modeled by parents. Hence, current trends in family demographics have negative implications for the character of 2010 recruits.

The journey continues



— Reengineering USAREC

by COL Richard Teters, Director
USAREC Resource Management and Logistics



Above USAREC

The Department of Defense (DOD) and the Department of the Army (DA) are aggressively tackling reengineering. The Army has set about to completely reengineer itself. DA's effort (Force XXI) has three axes:

- "Joint Venture" is the name assigned to all reengineering efforts focused on warfighting.
- The complete digitization/automation of the Army is the second axis.
- The recruiting and personnel management of soldiers and civilians is one of 17 processes being reengineered on the "Installation/TDA" axis.

All axes are expected to be completed before the year 2000.

"Joint Venture" is being developed and tested under the charter of the Experimental Force — the EXFOR. The EXFOR is to be tested against an opposing force (OPFOR) in February of 1997. Digitization is an Army-wide concept. Initially focused on the EXFOR to leverage combat power, it will be extended to all areas, levels, and processes creating a seamless automated system on and off the battle field. The "Installation/TDA" reengineering axis is the essential element in the Army's ability to recruit and train quality soldiers, train and harden world class combat forces, and project combat power anywhere in the world on short notice.

How Do We View Reengineering?

We have elected to be purists in this venture. All reengineering efforts in USAREC are being guided by processes outlined in *Reengineering the Corporation* by

In his October 1994 *Recruiter Journal* article "Reengineering the Command," COL Stewart K. McGregor, USAREC Chief of Staff, outlined and explained the need for a command-wide reengineering effort. Our management style, which had been successful for 20 years, had to be made current.

More trust in everyone's willingness to excel with integrity and fewer checkers "checking things" topped the list of needed changes. Increased use of automation technology would be needed to free recruiters and recruiting leaders of the burdensome reporting systems, which significantly distracted from productivity. More resources needed to be directed towards the recruiting process and not wasted on processes that didn't result in recruits reporting to active duty. A complete review of all our processes was in store. So, what have we done? This article is the first in a series of reports to the command on our reengineering efforts.

Reengineering is a new term for an old and reliable practice. The Army, by virtue of its 220 continuous years of existence, is a premier example of successful, repeated reengineering. Every reason to reengineer has been experienced by the Army over the centuries: new technologies, reductions in force, limited resources, changes in the threat, defeats and victories, and now, oddly enough, we are confronted by all the common reasons at the same time. During our history, there has never been as clear an opportunity, or as avid support, for a serious reengineering effort as there is today.

Hammer and Champy. We have also taken Champy's advice on avoiding management pitfalls as discussed in his successor book **Reengineering Management**. Both books are highly recommended reading for all members of the command, and are considered required professional reading for all officers.

By definition, reengineering is “the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed.”

Before beginning the reengineering process, we seriously considered the advice given by GEN Gordon R. Sullivan, then Chief of Staff of the Army, when he said, “Less is not better. More is not better. Better is better.” This advice focused us on what was really important.

First, we had to deal with the age-old question, “Is USAREC a military organization or a sales organization?” Next, we had to define what USAREC does that is either *unique* or *crucial to success* in recruiting. Finally, we had to define our intentions with respect to the impact on military and civilian personnel.

It is clear that USAREC is a military organization. As such, there are leadership responsibilities and accountabilities not found in the business world. There are standards of conduct and duty performance required of all soldiers that cannot be compromised. However, it is also clear that USAREC is in the business of sales and marketing. Unlike other military organizations, USAREC is a business. Obviously, we can't be either type organization. Any reengineering would have to ensure that a hybrid military-sales organization was preserved.

USAREC performs three functions that are unique to this command:

- USAREC is the only organization to generate recruits.
- We are the only DA entity to actively and continuously research the recruitable population.
- Finally, USAREC is the sole agency to advertise Army values, opportunities, and benefits to the American public at large.

There are also two enabling functions critical to our success:

- Acquiring and managing the careers of the best soldiers and civilians the Army has to offer, and caring for their families, is fundamental to our success.
- Ensuring that everyone has all the resources at the right time rounds out our enablers.

The operational relationships of our core competencies and the enablers are straight forward. Research seeks to understand the dynamics of the market. That knowledge is translated into useable information to develop and sustain an advertising campaign. Research data simultaneously converted into useable information and practices enhances the productivity of all levels of the recruiting team. The product is a fully informed, fully qualified, motivated soldier reporting to the training base.

So — Where Are We Now?

One of the basic tenants of reengineering is that we must initially view each process as if it were being created for the first time. This dictates that we start with a “clean sheet of paper,” and sketch out our desired processes with an end state in mind. Although there have been many study groups established to look at improving our operations most fell short of the “clean sheet” standard. Some were motivated to simply speed up the “old ways,” while

The “clean sheet” approach means we must initially view each process as if it were being created for the first time.

others regrouped current organizations or looked at cutting positions. As reengineering purists, we must start from scratch.

A genuine “clean sheet” effort of the past five years was the initial work that produced the Recruiting 2000 (R2K) concept in 1990. The end state focused on the recruiter and the prospect. R2K would provide the recruiter with all the tools needed to schedule and follow up on leads. It would provide a mobile sales presentation that was at ease on a park bench, at a high school or college, and in the applicant's home. With automation and mobility the recruiter could administer the Armed Services Vocational

Aptitude Battery, conduct a background check, and assist the applicant and his/her influencers to select an occupational specialty. The concept even entertained the possibility of allowing the family physician to conduct the initial medical screening. So powerful was our vision, and the statistical evidence in support of change, that MG Simpson introduced changes in management style through the implementation of Success 2000.

Based on our work in automation concepts, DOD has elected to champion the automation of all recruiting services. DOD has formed the team which will develop, test, and field the Joint Recruiting Information Support System (JRISS). Proof of concept testing is on schedule for this summer. Fielding is expected to begin in 1996, with full fielding completed by 1998. The bottom line: *total control of the recruiting process in the hands of the recruiter.* Our subsequent review of the Generate Recruits process will be keyed to the work already done by the R2K and Success 2000 projects. Synchronizing these super efforts will result in a world class recruiting process.

Market research and advertising

As mentioned earlier, researching the market is critical. This effort guides everything we do. It collects our intelligence and sorts out what is important to us and the recruitable market. Marketing research must vector our actions. To do this they must have a good sense of social trends and individual needs out as far as 10 years. They must have command of the next five years. And they must be able to confirm causes for changes in the current recruiting environment.

The "clean sheet" review of market research will begin this summer with the arrival of COL Charles Kaylor, the next director of Program Analysis and Evaluation. Kaylor is currently working, as part of his training with industry program, in market research with a major high technology corporation.

Advertising will also begin its total relook this summer when COL Karen Maguire assumes her duties as the director of Advertising and Public Affairs. Maguire has extensive experience in recruiting and has the benefit of working with a leading advertising firm as part of her training with industry program.

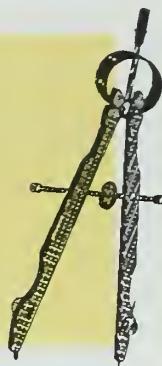
Family business

Finding the best soldiers to perform recruiting, encouraging them to become recruiters and recruiting leaders, and caring for them and their families until they return to their occupational specialties has been in a constant state

of improvement. Most of the personnel management processes are regulated by the Personnel Command and outside of our ability to influence. On the other hand, how we use these processes to our best advantage is where we are making a difference.

Our Family Advocacy Program is unique to the Army and to the other recruiting services. As a matter of fact, in

This is a long process; there are no quick fixes.



a recent study the other services have acknowledged our lead in taking care of families and have recommended that their services follow our example. Recruit the Recruiter is a super "clean sheet" example of changing our processes. Recruit the Recruiter not only locates highly qualified NCOs, but is keyed to those who want to do the Army's recruiting. Matching volunteerism to qualifications has produced a new breed of NCOs who are, as a group, more successful as recruiters than any other group in our history. COL Clyde Tull, director of Personnel, is focusing our future efforts on finding better and more efficient ways to support commanders, soldiers, DA civilians, and family members.

The resource management and logistics communities in USAREC have been active working several actions to deliver the best possible support to everyone. The basic philosophy behind this effort is to change all processes to give maximum control over resources to the lowest level — the recruiter. We also envision that those services that must be centralized, due to cost efficiencies or property accountability mandates, will be made available directly to those who need them, when they need them. This customer point of view has led to the "clean sheeting" of the entire financial and logistical process. Ongoing actions that have resulted include:

- One contracting office for the entire command, with purchasing authority, through the use of credit/debit cards, to the recruiter/station commander level. This will authorize recruiters to purchase all their goods and services on the local market, eliminating the need for supply



runs or getting someone else to issue an SF44 to conduct business.

- One command property book with hand receipts directly to the accountable individual. No more signing for everything at every level and passing the accountability along to the next level.
- A central accounting system that will ensure every recruiter is financed directly and not subject to his/her fair share of the cuts passed along from intermediate and higher headquarters.
- Central warehousing concepts have been tested, with excellent results, through the practices implemented in the RPI warehouse. We are extending our "in the hands of the carrier in 24 hours" standard to all warehousing operations. Our experience indicates that a request received from any CONUS-based recruiter on cc:Mail or fax, can be delivered to the recruiter in three to five days.
- Facilities and furniture management is under critical review. We envision a situation where the station commander, and the entire chain of command, doesn't have to file reports and track actions to get this stuff cared for. Some viable concepts are emerging, but there is more to be accomplished.

Where are We Going?

This is a long process; there are no quick fixes. It has been a real learning experience. As we push on we are capitalizing on our early successes and failures. We have floated some trial balloons to pique interest and garner as much input from all areas and levels (a genuine understatement). The process will continue with your help and input.

What About the Impact on People?

No doubt about it — everyone will be affected by reengineering. Some more than others. Some will benefit professionally and personally; others could be adversely affected.

Now that this fact is out in the open, we must discuss perceptions versus realities. Everyone who reads *Army Times*, *Federal Times*, and the *Federal Employee News Digest* has the perception that reengineering is another word for more downsizing. All those discussions center around issues like reducing government employees by 40 percent, reducing the number of major commands by 50 percent, and reducing costs by privatizing activities. We will not argue with what is written. We will restate a truth: "Less is not better. Better is better!"

It is a reality that our missions in the outyears will cause the number of recruiters to increase significantly to achieve the mission. It is also a reality that the Army is reluctant to increase our enlisted strength because it cuts into the combat readiness of the force. The solution to our problem may lie in an evaluation of enlisted positions dedicated to administrative duties. Can we identify enlisted positions on staff that can be "civilianized" in order to move the positions to the recruiting force? The challenge, and the reward, rests in our ability to become very focused on our core competencies and enabling processes, keeping only those soldiers on staff required by professional qualifications and civilianizing the rest.

Streamlining and elimination of unneeded functions across the command will generate enough civilian work-year efficiencies to allow the movement of civilian employees to remaining positions critical to recruiting success. **Bottom line:** Reengineering will enable us to put more recruiters in the field to achieve greater future missions without increasing our authorized strength. The civilian work force will enable the entire process to occur by being flexible enough to cover all the remaining critical functions.

What's Your Involvement In All This?

Your involvement in this venture is crucial to us getting it done right the first time. There are several ways you can make an impact.

- Use the opportunity provided in every *RJ* issue — use "The Way I See It!"
- Use the suggestion program.
- Send a cc:Mail or fax (502) 624-8246, to LTC Hathaway or MAJ Sayer, Force XXI Office, HQ USAREC.
- Send a cc:Mail to any of the USAREC officers mentioned in this article.

Remember, as a team, everyone in the command is a customer of the reengineering process. We are here to make each of the processes right for you. If you were told no before and think the response was inadequate, send it back to us. If you had an idea about the way things should have been 10 years ago and you still think it's valid today, we want to hear about it. If we've stopped doing something that worked well before, remind us of it.

Look for our periodic inserts to your battalion newsletters. We will try to keep you in the loop. We just ask that you let us know when we're on target — or not.





The underwater

world

of

00B

by Emilie Howe, RJ Assistant Editor

The duty site is underwater for a soldier in the 00B combat support MOS. After basic and 20 weeks of training, the Army has an engineer diver. In Sept. 1994, Army recruiters began to recruit for this primary MOS.

“Formerly, engineer divers were recruited from within the Army ranks. In-service recruiting was a hit-or-miss method that caused a lot of problems with unit readiness. The Engineer School took note when the unit readiness dropped,” said MSG Craig Miller, US Army Engineer School, Fort Leonard Wood, Mo.

At this point USAREC was asked to actively recruit for the 00B MOS, and the first wave of engineer divers was assigned to the US Army Diving Detachment in Jan. 1995.

Miller explained that the Army has different types of diving requirements. Diving is not a full-time occupation for the Green Berets or Special Forces; it’s used as a means of transport for a mission, not as work. No one can enlist in the Army to be a *Special Forces* diver. The engineer diver is the

only MOS that guarantees work as an underwater diver.

“Engineer divers have missions during a time of war or peace. Our underwater missions are to maintain port facilities, construction or repair of concrete pilings, demolition, and salvage. One of our peace-time missions is to assist the Corps of Engineers by repairing dams and canal locks,” said Miller.

During Operation Desert Shield/Desert Storm, engineer divers were in the port waters of Kuwait. Their job was to ensure that no Iraqi demolition devices prevented the shipment of Army munitions and supplies. The next ports of call were Somalia and Haiti. This time the job was to clear the port facilities of underwater obstacles. When a sunken 1950s Soviet vessel created an obstacle off the coast of Somalia, underwater demolitions were used by the engineer divers to collapse the ship and clear the Somali port.

**Engineer diver -- only
MOS that guarantees work
as an underwater diver.**

To qualify for this MOS a young man or woman must achieve an aptitude area score of 100 on the General Mechanical, and a minimum score of 110 on the General Technical or Skilled Technical.

"In the early 80's we had no pre-screen and no pre-qualification criteria; and in one year, the US Army Diving Detachment had a 70 percent attrition rate from the diving school," said Miller.

Today's applicant is required to go through the Divers Transition Course at Fort Eustis, Va. The 10-day pre-screen session is used to assess the applicant's physical and mental capabilities before attending the 20-week diving school. A few of the course requirements are:

- To pass a Hyperbaric Pressure Test, which is used to determine the applicants' ability to withstand pressure at a simulated depth of 60 feet.
- Score a minimum of 240 on the Army Physical Fitness Test.
- Complete an indoctrination dive.
- Pass a written final exam on subjects taught at the beginner level. The exam covers Underwater Physics, Underwater Physiology, Diving Medicine, and Air Dive Charting. The exam is designed to test applicant's ability to comprehend quickly.

Another part of the Divers Transition Course tests the physical stamina by means of the Diver Physical Fitness Test (DPFT). This fitness test requires the applicants to pass the following requirements:

- Swim 500 yards in 14 minutes or less, using the side stroke or breast stroke.
- Perform 42 push-ups within 2 minutes, with the chest touching the ground.

- Perform 50 sit-ups within 2 minutes.
- Perform 6 pull-ups with the palms facing away from the body.
- Run 1.5 miles in 12 minutes and 45 seconds.

The applicant is required to pass the Diver Transition Course first in order to attend diver training. The 20 week training course is held at the Naval Diving and Salvage Training Center, Panama City, Fla. Upon completion of the course the applicant is a qualified engineer diver and ready for the first assignment.

"There's not a great diversity of assignments for engineer divers. About 80 percent of the entry-level assignments are at Fort Eustis, Va., 15 percent in Hawaii, and 5 percent on the Sinai peninsula. What we lack in diversity of assignments the U.S. Army Diving Detachment makes up with TDY assignments to Chesapeake, Maine, Greenland, or Alexandria, Egypt. In Egypt the divers were inspecting dam sites," said Miller.

"The engineer diver MOS is a low-density MOS, meaning we have about 120 slots in the Army; we're a small tight knit group of people who work together and want to be there," said Miller.

Miller said the most important thing that Army recruiters can do for a prospect is to make sure applicants get the correct information about the engineer diver speciality. The Recruiting Command will continue to recruit for the engineer diver MOS in FY 96.

For more information about the application process contact MSG David Fontaine, supervisor of Engineer Diver Training, Fort Eustis, Va., 1-(804) 878-6111. ☎



Diving students struggle to stay afloat as they pass a 10-pound brick to one another in the pool.
(Photo by SSG Pamela Smith, Fort Eustis, Va.)

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

The way I see it, is the AFQT score we use to enlist people into the Army is inadequate. I have been recruiting for 22 months and I have tested various people. Some of the people I tested scored below 31QT to join the Army, but had line scores better than some I tested that scored above 31-50QT.

The way I see it is that the AFQT score should not determine if a person can or cannot enlist in the Army. It should be used to determine if a person can qualify for a bonus, the Army College Fund, or other incentives.

The line scores are more important than the AFQT score, because once you enlist the AFQT score is irrelevant. So why determine a person's eligibility to enlist into the Army by the AFQT score? A response to my question would be greatly appreciated, thanks.

Chief of Staff responds:

I appreciate your comments through the Recruiter Journal regarding the Armed Forces Qualification Test requirements.

The Department of the Army has set minimum requirements regarding the Armed Forces Qualification Test scores. The minimum score currently accepted by USAREC is 26, which is a category IV applicant. The Army must use the Armed Forces Qualification Test score because current policy restricts us from allowing more than 2 percent of our accessions as category IV soldiers. Likewise we also have restrictions on what percentage of our enlistments can be non-high school graduates. As with all minimum standards, there will be times when it may not seem equitable to all applicants, but we must still maintain these standards.

The Armed Forces Qualification Test score is a predictor of a person's ability to complete their initial training. Because it is costly to train new recruits, we require all applicants to take the Armed Services Vocational Aptitude Battery and attain a minimum Armed Forces Qualification Test Score. A person who scores a 50 or above is more likely to complete their training than a person who scores between 21 and 30 and so on. The Army realizes that the difference between 49 and 50 on the Armed Forces Qualification Test or between 30 and 31 are minimal; however, there must be a line drawn somewhere.

Line scores are an important indicator of an applicant's ability to learn a job. Meeting the minimum line score requirement is not an indicator of a

person's ability to complete basic training. A person who scores below the minimum score required on the Armed Forces Qualification Test should be encouraged to retest, and continue to be worked for referrals. They can always be an important tool for you, provided they are treated properly.

Because of highly dedicated and motivated soldiers like you this command will continue to be successful. Again, thank you for your comments and best of luck in your recruiting endeavors.

A recruiter writes:

Recent prospecting within our area has changed dramatically. Within a three month period, there seems to be a steady decline in the amount of appointments made and conducted. I think the Army Recruiting Command should create additional items to help the street recruiter. To draw interest in the Army, the eye-catching quality of the RPIs and promotional handouts, need to be improved.

Young people create artwork in schools that appeal, to them; color choice is also a consideration. Television and movies also dictate styles of advertisements. The skill training handout (green with radar dish) is bland and too basic. We mainly use this one because it probably is less expensive and is easier to get through RPI distribution than the red one.

The green one should be revamped and should be just a little more detailed, but not to the extent of creating more cost. Other promotional items are good but should try to be a little more with the times, possibly reflecting the success of Operation Desert Shield Desert Storm.

Money is probably tight, but these items could help.

Chief of Staff responds:

I appreciate your input and concern for future RPI concepts. We are always seeking input from the field, and try to highlight those concerns in our advertising materials.

Recently, a survey has been formulated for recruiters in the field to help us determine the effectiveness of RPIs. You should have received a copy of the survey by the end of May. New RPIs and changes to current RPIs will be determined after the results of the returned survey are analyzed. Your response, as well as the comments you have already made, will be taken into consideration during this process.

Again, thank you for sharing your thoughts with us. I appreciate you passing on concerns that can have a positive effect on Army advertising.

USAREC Accession Demographics

The following is the four-page Accession Demographics Report of information from 1990 through year-to-date (* includes accession plus DEP). This report is prepared monthly by Headquarters USAREC personnel in the Program Analysis and Evaluation Directorate and is published quarterly in the *Recruiter Journal*. The version published here was compiled on 26 Jun 95. For further information, contact Teresa Monroe at (502) 626-0352.

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*
Number of Accessions						
Total	89619	78241	77583	77563	67468	68299
NPS	84354	74191	75895	70380	59664	62579
PS	5265	4050	1688	7183	7804	5720
PS (%)	5.9%	5.2%	2.2%	9.3%	11.6%	8.4%
Gender Total						
Male(%)	85.3%	85.5%	83.7%	84.3%	82.5%	81.2%
Female(%)	14.7%	14.5%	16.3%	15.7%	17.5%	18.8%
Gender NPS						
Male(%)	85.1%	85.1%	83.5%	83.6%	81.6%	80.5%
Female(%)	14.9%	14.9%	16.5%	16.4%	18.4%	19.5%
Gender PS						
Male(%)	88.5%	91.5%	93.2%	91.1%	89.2%	88.8%
Female(%)	11.5%	8.5%	6.8%	8.9%	10.8%	11.2%
Race/Ethnic (Total)						
White	65.9%	70.6%	69.8%	69.7%	67.6%	66.4%
Black	24.9%	20.2%	20.4%	20.3%	22.1%	22.3%
Hispanic	6.1%	6.1%	6.6%	6.5%	6.8%	7.5%
Other	3.1%	3.1%	3.2%	3.5%	3.5%	3.8%
Race/Ethnic (NPS)						
White	65.8%	70.2%	69.6%	69.3%	67.2%	66.2%
Black	25.0%	20.5%	20.6%	20.4%	22.1%	22.3%
Hispanic	6.1%	6.1%	6.7%	6.7%	7.1%	7.6%
Other	3.1%	3.2%	3.1%	3.6%	3.6%	3.9%
Race/Ethnic (PS)						
White	68.7%	77.7%	80.3%	73.5%	70.2%	68.4%
Black	23.6%	15.0%	12.6%	19.3%	22.2%	23.1%
Hispanic	5.3%	4.8%	4.6%	4.9%	4.5%	5.6%
Other	2.4%	2.5%	2.5%	2.3%	3.1%	2.9%

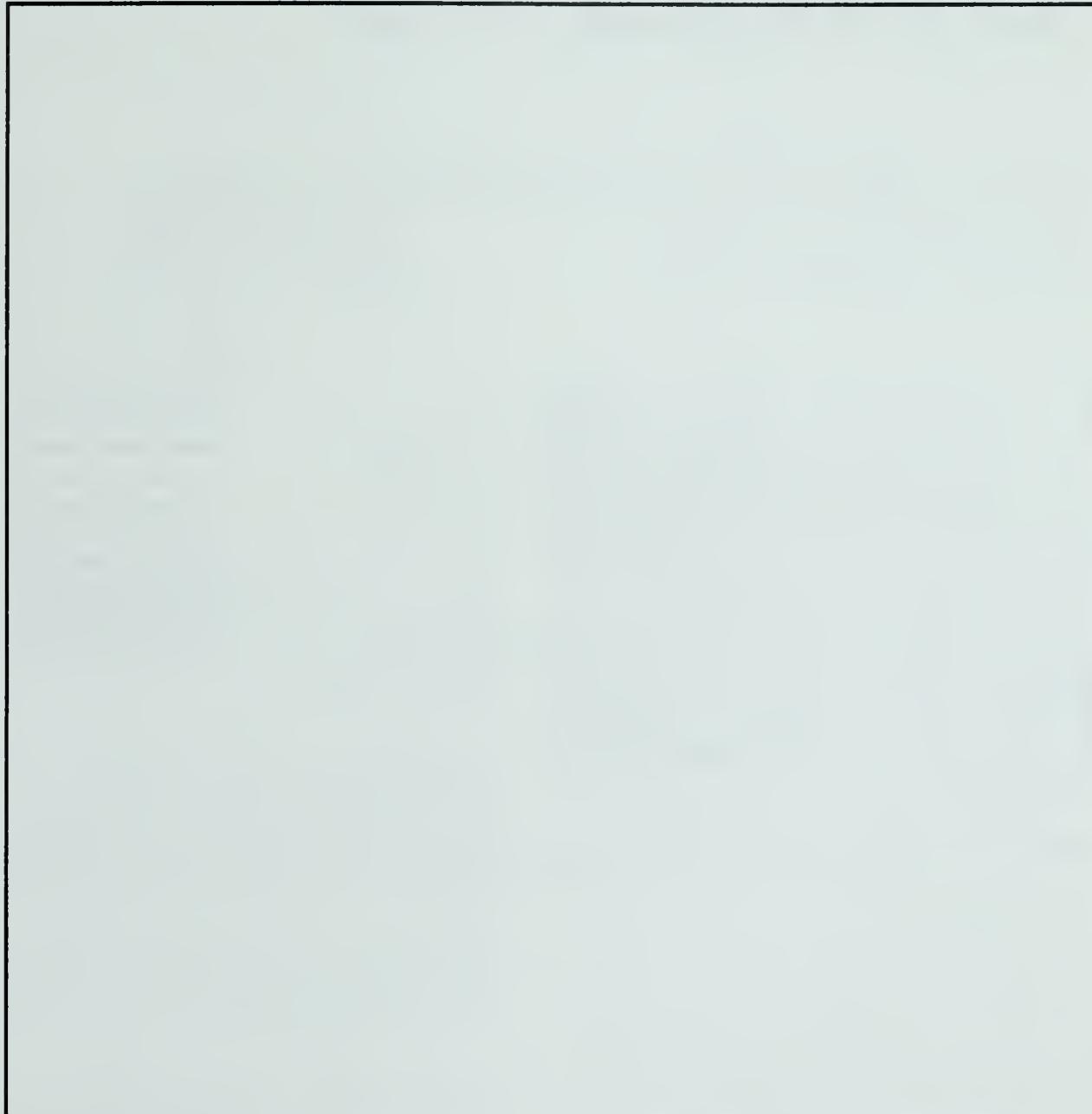
	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*
Education (Total) Current Tier System Used						
HS Diploma(%)	94.9%	97.5%	99.9%	94.4%	95.2%	95.9%
Non-HS Diploma(%)	5.1%	2.5%	0.1%	5.6%	4.8%	4.1%
Education (NPS)						
HS Diploma(%)	95.0%	97.6%	99.9%	94.5%	95.1%	95.9%
Non-HS Diploma(%)	5.0%	2.4%	0.1%	5.5%	4.9%	4.1%
Education (PS)						
HS Diploma(%)	93.6%	94.7%	97.0%	94.0%	95.6%	96.9%
Non-HS Diploma(%)	6.4%	5.3%	3.0%	6.0%	4.4%	3.1%
Test Score Category (Total)						
TSC I (%)	4.1%	4.6%	4.7%	4.6%	5.0%	4.7%
TSC II (%)	33.6%	38.8%	39.7%	36.2%	36.3%	35.4%
TSC IIIA(%)	29.4%	31.5%	33.5%	29.7%	29.7%	29.8%
TSC I-IIIA(%)	67.1%	74.9%	77.9%	70.5%	71.0%	69.9%
TSC IIIB(%)	31.0%	24.2%	21.7%	27.3%	27.3%	28.5%
TSC IV(%)	1.9%	0.9%	0.4%	2.2%	1.7%	1.6%
Test Score Category (NPS)						
TSC I (%)	4.0%	4.5%	4.6%	4.4%	4.7%	4.5%
TSC II (%)	33.3%	38.3%	39.3%	35.6%	35.7%	35.1%
TSC IIIA(%)	29.5%	31.5%	33.7%	29.9%	30.1%	30.1%
TSC I-IIIA(%)	66.8%	74.3%	77.6%	69.9%	70.5%	69.7%
TSC IIIB(%)	31.3%	24.8%	22.0%	27.7%	27.6%	28.6%
TSC IV(%)	1.9%	0.9%	0.4%	2.4%	1.9%	1.7%
Test Score Category (PS)						
TSC I (%)	5.6%	7.3%	9.6%	6.2%	7.0%	6.6%
TSC II (%)	39.2%	47.9%	56.6%	42.1%	40.8%	39.3%
TSC IIIA(%)	28.6%	31.5%	24.7%	27.8%	27.4%	26.7%
TSC I-IIIA(%)	73.4%	86.7%	90.9%	76.1%	75.2%	72.6%
TSC IIIB(%)	26.5%	13.3%	8.9%	23.8%	24.8%	27.1%
TSC IV(%)	0.1%	0.0%	0.2%	0.1%	0.0%	0.3%

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*
Marital Status (Total)						
Married(%)	14.3%	15.1%	14.4%	16.9%	17.1%	14.9%
Single(%)	83.8%	82.4%	83.7%	80.1%	76.7%	81.3%
Divorced(%)	1.4%	1.9%	1.2%	1.4%	1.5%	1.3%
Other/Unknown(%)	0.5%	0.6%	0.7%	1.6%	4.7%	2.5%
Marital Status (NPS)						
Married(%)	11.9%	13.3%	13.6%	13.4%	13.8%	11.8%
Single(%)	86.5%	84.7%	84.7%	84.6%	82.8%	85.7%
Divorced(%)	1.1%	1.6%	1.2%	1.1%	1.2%	1.0%
Other/Unknown(%)	0.5%	0.4%	0.5%	0.9%	2.2%	1.5%
Marital Status (PS)						
Married(%)	52.5%	47.0%	45.8%	51.2%	42.5%	49.2%
Single(%)	38.2%	41.2%	40.5%	36.0%	30.5%	33.3%
Divorced(%)	6.3%	6.9%	4.1%	4.2%	4.2%	4.9%
Other/Unknown(%)	3.0%	4.9%	9.6%	8.6%	22.8%	12.6%
Term of Enlistment (Active Duty) (Total)						
2 Years(%)	13.6%	16.1%	18.2%	5.1%	4.7%	4.1%
3 Years(%)	19.0%	15.0%	28.6%	45.6%	46.6%	48.5%
4 Years(%)	56.4%	47.7%	35.9%	38.1%	36.6%	37.3%
5 Years(%)	6.7%	13.6%	10.4%	5.7%	5.6%	5.2%
6 Years(%)	4.3%	7.6%	6.9%	5.5%	6.5%	4.9%
Mean Years	3.7	3.8	3.6	3.6	3.623	3.58
Term of Enlistment (Active Duty) NPS						
2 Years(%)	14.4%	16.4%	18.6%	5.6%	5.4%	4.5%
3 Years(%)	20.0%	14.9%	27.2%	41.9%	42.4%	45.7%
4 Years(%)	54.6%	47.0%	36.5%	40.5%	39.2%	39.1%
5 Years(%)	6.7%	13.9%	10.6%	6.0%	6.0%	5.5%
6 Years(%)	4.3%	7.8%	7.1%	6.0%	6.8%	5.2%
Mean Years	3.7	3.8	3.6	3.6	3.665	3.61
Term of Enlistment (Active Duty) PS						
2 Years(%)	0.2%	10.5%	0.0%	0.0%	0.0%	0.3%
3 Years(%)	2.9%	15.9%	92.1%	81.6%	78.3%	78.6%
4 Years(%)	86.6%	59.4%	6.8%	14.6%	16.3%	17.7%
5 Years(%)	7.2%	7.9%	0.8%	2.3%	2.2%	1.8%
6 Years(%)	3.1%	6.3%	0.3%	1.5%	3.0%	1.6%
Mean Years	4.1	3.8	3.1	3.2	3.298	3.26

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*
Age (Mean) on Day of Contract						
Total	20.3	20.7	20.3	20.7	20.98	20.635
NPS	19.7	20.4	20.2	20.3	20.408	20.166
PS	25.8	25.9	24.9	24.9	25.329	25.768
Time in Delayed Entry Program (Mean Months)						
Total	3.9	3.5	3.9	3	3.282	4.11
NPS	4.1	3.7	4	3.2	3.517	4.29
PS	1.8	1.1	2.2	1.3	1.482	2.15
Years of Education (Mean) On Day of Contract						
Total	12.1	12.2	12.2	12.2	12.209	11.893
NPS	12.1	12.2	12.2	12.2	12.207	11.864
PS	12.2	12.3	12.3	12.2	12.23	12.210
Armed Forces Qualification Test (Mean)						
Total	58.9	61.7	62.5	60.3	60.579	60.191
NPS	58.7	61.4	62.3	59.9	60.168	59.931
PS	62.4	67.5	70.6	63.7	63.719	63.041
Number of Dependents (Mean)						
Total	0.23	0.28	0.26	0.32	0.321	0.288
NPS	0.21	0.24	0.24	0.24	0.247	0.219
PS	1.1	1	0.9	1.02	0.885	1.032

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.



Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

Fold here second and secure with tape

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HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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Pastoral

CALLING



*— Brings
chaplains to
recruiters*

by Pearl Ingram, RJ Assistant Editor

When Chaplain (COL) John A. Rasmussen left the Libby, Mont., recruiting station on a Friday afternoon, he had an idea. Why not allow Individual Ready Reserve (IRR) and Individual Mobilization Augmentee (IMA) chaplains provide religious support to recruiters and their families in the local area?

He thought, if only the chaplains had access and could identify the recruiters, they could supply counseling, and he knew recruiting has some stressful moments. Rasmussen took his idea with him to the Chief of Chaplains office when he transferred to the Pentagon as the Reserve Affairs Advisor to the Chief of Chaplains.

"The Chief of Chaplains supported it, the Commander of USAREC supported it, it was approved by the Office of the Chief, Army Reserve — so all the major players supported it because it meets a real-life mission," said Rasmussen.

The program is approved

Two years later the Chaplain Reserve Support Program (CRSP) is approved. "It's cost effective," said Rasmussen. "I dare say there's probably very few, if any, programs where you have the type of support we can offer at the cost. The cost is retirement points only — no pay."



Chaplain (CPT) Larry O. Toney, Lower Burrell, Penn., and Chaplain (COL) John A. Rasmussen discuss how the Chaplain Reserve Support Program (CRSP) will work. (Photo by Joyce Knight)

The chaplains are trained in family counseling, marital counseling, and personal counseling. Along with that, they can provide suicide prevention and awareness training at the unit. They can provide religious support at the death of a soldier or family member. One chaplain has conducted funeral services for a Department of the Army civilian family member. They will make hospital calls and do stress reduction counseling. At the present time, the Army is the only service that has chaplains working with recruiters.

In June, 20 of the 52 volunteer chaplains traveled to Fort Knox for an orientation and introduction into the world of Army recruiting.



Chaplain (COL) Willburn C. Hoffman, (left) Amarillo, Texas, talks to SFC Johnnie L. Dennis, Headquarters, USAREC, Recruiting Operations Directorate, during the Chaplain Reserve Conference held at Fort Knox, Ky., in June. (Photo by Joyce Knight)

"Chaplains by and large do not understand USAREC," said Chaplain (LTC) Carlton L. Harper, the Headquarters, U.S. Army Recruiting Command, chaplain at Fort Knox. "If you had asked me last year, before I got here, what does USAREC do, I would say 'Oh, they bring civilian boys and girls into the Army. How they go about doing it, I don't know.' I had no idea. It's a high stress and very big job. Orienting the Reserve chaplains into what it is to be a recruiter, that was the whole purpose of the conference, to give them a taste of that."

Getting a taste of recruiting

And get a taste they did. Four former recruiters and station commanders told the chaplains about their life as a recruiter. The chaplains heard new phrases like "from hero to zero."

SFC Johnnie L. Dennis, now assigned to the Recruiting Operations Directorate, Headquarters, USAREC, told the chaplains about the death of his mother while he was on recruiting duty.

Dennis added, "At battalion level, they don't see individuals, they see numbers. Having a chaplain come around and say, 'How are you doing sergeant?,' really helps."

A former recruiter now in the Reserve Affairs Directorate, Headquarters, USAREC, SFC Donna M. Yardley said, "Girls get crushes on the recruiters and their uniforms. They call them at home. In my station, they gave me the female mission."

SFC Richard V. Hendricks, a recruiter for five years and now the noncommissioned officer in charge of chaplain recruiting at Forces Command

said, "As a chaplain, when they (recruiters) are wrestling with moral issues, you can be there to help them with it. It's said in the Army that chaplains are combat multipliers. You (chaplains) are recruiting multipliers. A spiritually fit soldier can better do his job."

Questions from the chaplains

Then it was the chaplains' turn to ask questions. One chaplain asked, "As we hear your war stories, why do you stay in recruiting?"

"It gets in your blood," said Yardley. Yardley amused the chaplains with her story about recruiting her two sons. SFC Kim A. Trammell, Headquarters, USAREC Recruiting Operations Directorate, added, "My 16-year-old daughter doesn't want me to meet her boyfriend because I might recruit him into the Army."

"It's exciting," said Hendricks, "just like jumping out of an airplane. There are down times in recruiting, and there are times the chute doesn't open, but they still jump."

CRSP is for families, too

So will recruiters and their families use the CRSP program? Chaplain (MAJ) Robert T. Davies, who came from Waycross, Ga., to the CRSP conference said, "In fact, I ran into a station commander at a wedding. He didn't know me, and I didn't know him. He had not heard about the program until I was telling him about it. His first question: How many times a week was I going to come by to see him and see his people?"

That's exactly what Chaplain Harper wants to happen. He said, "What I gather from the 20 chaplains here for the conference is that they will try to work out their schedule so that they have a part of the day or a day every week or every two weeks where they can devote that block of time to this program. What they plan to do is contact the

"Many chaplains want to serve. It's real ministry for real people who are separated from the installations."

Chaplain (COL) John A. Rasmussen



Chaplain (LTC) Timothy L. Steeves, (left) Montross, Va.; SFC Kim A. Trammell, Headquarters, USAREC Recruiting Operations Directorate; and SFC Donna M. Yardley, Headquarters, USAREC, Reserve Affairs Directorate; listen as Chaplain (LTC) Duane B. Anderson, Orem, Utah, explains the Chaplain Reserve Support Program. (Photo by Joyce Knight)

recruiters in the area and say, 'I've got Friday afternoons. What can I do for you on Friday afternoons?'"

However, Chaplain Harper added, "Religious activity in the Army is always voluntary. If they choose not to use the active duty or Reserve component chaplain, it's strictly up to the individual recruiter. The best way to find out about civilian support is to go through the family support coor-

dinator at the battalion and find out about getting CHAMPUS or direct care coverage for a psychologist or whatever."

Chaplain Harper wants all recruiters, family members, and commanders to know that there is chaplain help out there with more on the way. He said, "There will be more chaplains coming into the program. Call my office or the brigade chaplain for the nearest CRSP program chaplain." (©)

The Chaplain Reserve Support Program (CRSP) chaplains are available for anything a recruiter would like to talk to a chaplain about. The hours depend on their schedule because this is a second job for them. Most of the chaplains are pastors of a local church or they are counsellors in the community.

Any recruiter, family member, or commander can call the brigade chaplain and find out if there is a CRSP chaplain in their area.

US Army Recruiting Brigade Chaplains

- 1st Brigade Chaplain (MAJ) Keith Harriott, (410) 674-7800 ext. 7500/7501, has 12 CRSP chaplains
- 2d Brigade Chaplain (LTC) James Winn, (404) 362-3207, has 11 CRSP program chaplains
- 3d Brigade Chaplain (LTC) Carlton Harper, 1-800-223-3735 ext., 6-0535, has 6 CRSP program chaplains
- 5th Brigade Chaplain (MAJ) Timothy Skramstad, (210) 221-1565, has 8 CRSP program chaplains
- 6th Brigade Chaplain (MAJ) Jim Goodwill, (415) 561-7135/7105, has 15 CRSP program chaplains

The Army looks at science

Story and photo by Melanie Moore, A&PA, HQ, USAREC

Exhibits at the 46th International Science and Engineering Fair in Hamilton, Canada, were incredible. Students were able to solve some difficult problems, and their projects reflected their hopes of improving the future. The Army actively participates as a special awards sponsor in hopes of demonstrating its commitment to student achievement and to technical development.

One of the Army judges, LTC Geoffrey Cheung, with the US Army Medical Research and Material Command at Fort Detrick, Md., says he enjoys being a judge because it is great to see the young people of America achieve all that they do. "I also like to impress on them that the Army is very interested in young scientists and their findings."

COL Eugene Hayunga, a parasitologist with the Individual Mobilization Augmentation (IMA) at the Walter Reed Army Institute of Research says, "It is extremely inspiring to see the levels of hard work, dedication, and enthusiasm that these young people display. They have good reason to be proud of their efforts, and America has good reason to be hopeful for the future of science in our country."

The Army's interest in the achievements of young Americans began as early as 1960 when the Army began to participate in science and engineering fairs. Army personnel help judge science projects and present awards on behalf of the Secretary of the Army.

The three top Army International Science and Engineering Fair winners will receive expense paid trips to Tokyo and London. See the inside back cover for a listing of winners.

The Department of the Army also selected 13 category winners to receive a certificate of achievement, a gold medallion for scientific and engineering excellence, and \$2,000 in US Saving Bonds.

The Recruiting Command's involvement begins



A judge rates an exhibit at the 46th International Science and Engineering Fair.

at the grass roots level of the science fair program. Each year the Department of the Army and our recruiters participate in over 250 regional level science and engineering fairs. At these regional fairs, five Army category winners received a certificate of achievement signed by the Secretary of the Army. Four of the five category winners received an attache case. The remaining category winner, who is designated the most outstanding, receives a \$50 US Savings Bond and the Army's bronze medallion for science and engineering excellence.

At the state level, five Army category winners receive a certificate of achievement signed by the Secretary of the Army. Four of the five category winners received a \$50 US Savings Bond. The remaining category winner, designated the most outstanding, received a \$75 US Savings Bond and the Army's silver medallion for science and engineering excellence.

CPT Timothy P. Lyons, Ph.D., and Research Physiologist at the US Army Research Institute for Environmental Medicine, best summed it up when he said, "I enjoy the personal interaction with the young scientists at these fairs. It is just great fun to discuss their projects and their future goals. The potential for Army Medical Research had a significant role in my pursuing a science career. Many of these students don't realize there are science opportunities available in the Army. I feel the Army's presence at these events make a positive impact and impression of science and the military." ☺

Army nurses hit high note with educator event

Story and photo by Carol Haubrich, Milwaukee Battalion A&PA

■ The Portage Company, (Portage, Wis.), nurse recruiters established themselves as masters of their craft by holding the largest center of influence event in the short history of the 3rd Recruiting Brigade. Over 275 state nursing educators attended an Army nurse extravaganza the evening of April 28 at the Interlaken Resort, Lake Geneva, Wis.

Vicky Gukenburger, Mid-State Tech, Wisconsin Rapids, and her associates gathered nurse instructors from across the state to address standardization of licensed practical nurse and Bachelor of Science schools in Wisconsin. The Army dinner and presentation on Medforce 2000 was an adjunct to their two-day seminar.

The function kicked off with a raffle and sharing of war stories to break the ice before dinner. COL Stephen Rasmussen, 3d Brigade commander, Fort Knox, Ky., and LTC Sidney Morgan, Milwaukee Battalion commander, joined LTC Dinah Halopka, Army Reserve staff officer, Health Services Directorate, Headquarters, USAREC, in de-greening the audience. The social hour allowed time to mingle and establish rapport with teachers from technical colleges in the state.



SFC Keith Miller, nurse recruiter, Portage, (Wis.) station, discusses the Army Nurse Corps with an educator.

Halopka gave the keynote address on the Army Nurse Corps' evolution and current programs for licensed practical nurses and registered nurses. She discussed Medforce 2000, which provides emergency resuscitative care forward on the combat zone.

She told the audience that prior to Medforce 2000 patient care plans were based on World War II information.

"The goal is to treat as many soldiers as possible locally creating a higher return to duty rate," Halopka said. Halopka served as a nurse at the 44th General Hospital in Madison, Wis. She has spent 20 years in the Army Nurse Corps.

SFC Keith Miller and his co-workers received 12 requests for recruiter services and 21 pledges for support after Halopka's address.

"We keep getting calls and doors are opening," said Miller.

Bay Area recruiting couple earn degrees, graduate

by Jeane Redsecker, special to the Star Presidian

■ There are lots of things happening at the Presidio Education Center these days, even as preparations for closing are made.

SFC Charles A. Nelson and SFC Dawn Odle Nelson of 6th Recruiting Brigade received their college degrees and participated in graduation exercises June 4 at Treasure Island.

The Nelsons received a Bachelor of Arts in Individual Studies and Bachelor of Arts in Criminal Justice respectively.



CSM Ernest H. Hickle speaks candidly to New Orleans Company recruiters during a visit for the filming of an NCO film.

Big Easy setting for NCO film

Story and photo by Vickie H. Martinson, New Orleans Battalion A&PA

Known as the soldiers' soldier and dedicated to the non-commissioned officer, Command Sergeant Major Ernest H. Hickle encourages, inspires, and motivates recruiters in the Big Easy.

While being filmed by a recruiting command crew for an NCO film, Hickle spoke to New Orleans Company recruiters in the Monteleone Hotel's conference room overlooking the Vieux Carre (French Quarter) and mighty Mississippi River.

"I picked this battalion because you all have made some great strides in the battalion over the past two years," said Hickle.

"We need to get a message out to the soldiers because I want them to understand USAREC's philosophy," he said.

"Success 2000 puts NCOs in charge. As soldiers and NCOs, you've been given responsibilities. I want you to use those responsibilities when recruiting," said the CSM.

He went on to say recruiters are confronted with challenges that haven't been seen since the 1980s: a tougher market to reach, competition from scholarship money, and a significant increase in writing quality contracts.

"We must be creative in reaching the market and be proud to tell the Army story, not once, twice, but three times. Don't give up," he said.

The CSM recommends focusing on the prospect first, lay out the product, maintain quality control, and follow-up. Try to enlist one female a week, he said. Females should have the same advantages as males. And pick up the phone everyday,

including Fridays. Use every advantage to prevent facing another day of rejection, he warned.

Hickle praised the NCO for being the first to put people in the Army, first to train and first to lead. He expressed, as NCOs, we should plan, train, and task. Training is a big aspect of this business, and we need someone out there who trains he emphasized.

His message to NCOs, "Share your knowledge and motivate through teamwork. You are the future of this Army."



Margarita Scott, wife of MSG Claude Scott, Houston Battalion operations NCO, is presented a Thank You for All You Do award from LTC Frank D. Ellzondo, battalion commander, during the battalion Volunteer Recognition Awards luncheon. Ellzondo also congratulated Scott on receiving a letter from President Clinton for her nomination for the President's Volunteer Service Award. (Photo by Jeanne Fitzgerald)



***Philadelphia
Battalion joins North
Jersey World War II
50th Anniversary
Committee in a V-E
Day celebration and
mega DEP in May.***

Photos by Karen E. Bragg and Zenaphir Bond,
Philadelphia Battalion A&PA.

The Thunderstorm Skydiving Team from North Jersey dropped in on the mega DEP and V-E Day celebration at Doughboy Field, Fort Dix, N.J., in May.

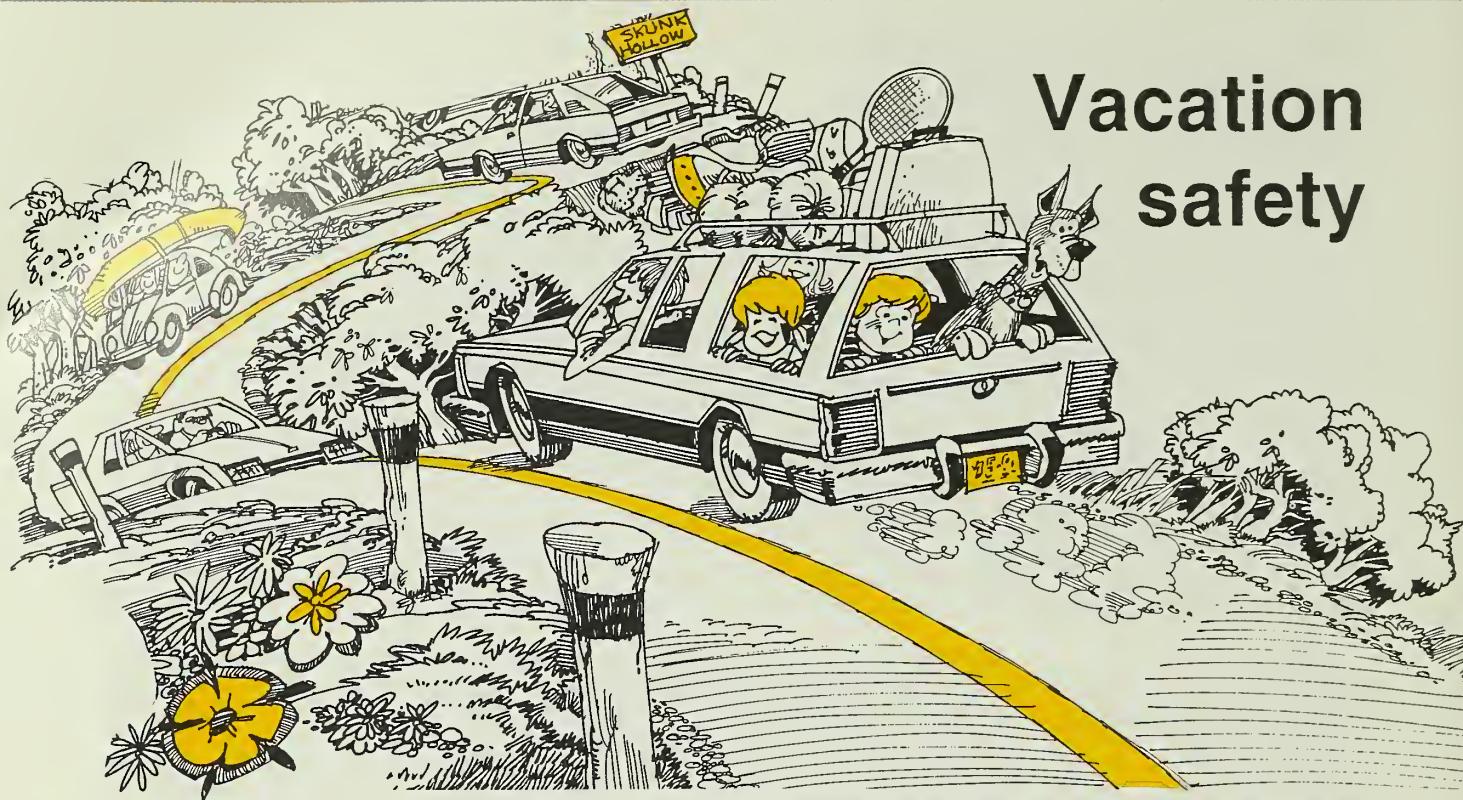
Members of the Philadelphia Battalion's Delayed Entry Program participate in a friendly game of tug-of-war at the V-E Day celebration.



(left to right) COL Michael Warner (Ret.), former commander, Fort Dix, N.J., and BG Eddie Zykos, commander, 157th Infantry Brigade, salute fallen comrades at V-E Day celebration.



LTC Jose G. Ventura Jr., commander, Philadelphia Battalion, assists BG Eddie Zykos in presenting ribbons to winners of competitions.



Vacation safety

This is the time of year when recruiters want some time off from work and plan to take their families on a vacation. More soldiers have been killed in privately owned vehicle accidents than any other type of accident.

Fatigue is a major accident cause, and it's deadly. Recruiters with weekend passes take trips home or go on small vacations which end in tragedy. A driver is vulnerable to the effects of fatigue after driving long distances in heavy traffic.

It is recommended that a 10-minute break after every two hours of driving will prevent you from falling asleep at the wheel. Switching drivers before fatigue sets in helps avoid accidents. Opening the car windows or drinking coffee will not work. You must plan rest stops into long trips. Get a good night's rest, then go on your way. You may not want an accident to happen, but it will if you show any signs of fatigue:

- headache
- loss of appetite
- impatience and irritability
- inability to make decisions
- inability to focus on task at hand
- poor personal hygiene
- outright physical exhaustion

The only recommended control for fatigue is to stop and rest.

Planning for a trip is not just packing clothes and necessities; it also calls for planning the trip route, preparing the car, and expecting the unexpected. Planning prevents injuries. Your car should be checked by a mechanic to avoid possible breakdown. You should have emergency repair items just in case there is a need. Study your route before you head out, and try to plan driving hours to avoid rush hour traffic and night driving.

Everyone knows that by law they are required to wear safety belts when they're in a moving vehicle. It is a proven fact; safety belts save lives and protect against major injuries. Chances are, the one time you don't buckle up could be the one time you wish you had.

The risk of being hurt while on vacation is extremely high. For instance, going to the beach, lake or pool is fun, but there are potential hazards — sunburn, drowning, and injury during horseplay. Boating, swimming, and jet-ski and water-ski riding are among the water sports that will take more lives than any other recreational activity.

Emerging Youth Attitude Tracking Survey results

by Wendell W. Wilson, PAE Research Branch

Results are being produced from the most recent Youth Attitude Tracking Survey (YATS). A young men's report has been prepared and presented to the Headquarters Command Group and others in USAREC, which updates results through the 1994 survey.

In the report we use the full power of the YATS survey by shifting to the YATS III reference population, which (beginning in 1990) expanded survey coverage to include Alaska and Hawaii (all 50 states), and youth with more than two years of post-secondary education. This provides a very powerful sample size of 3,092 young men (16-21 years-old) in 1994. More importantly, the expanded sample may make the difference between an adequate sample and one that's too small when we slice the sample to look more closely at individual market segments.

One of the unique things that happened with the 1994 survey was that the responsible agency, De-

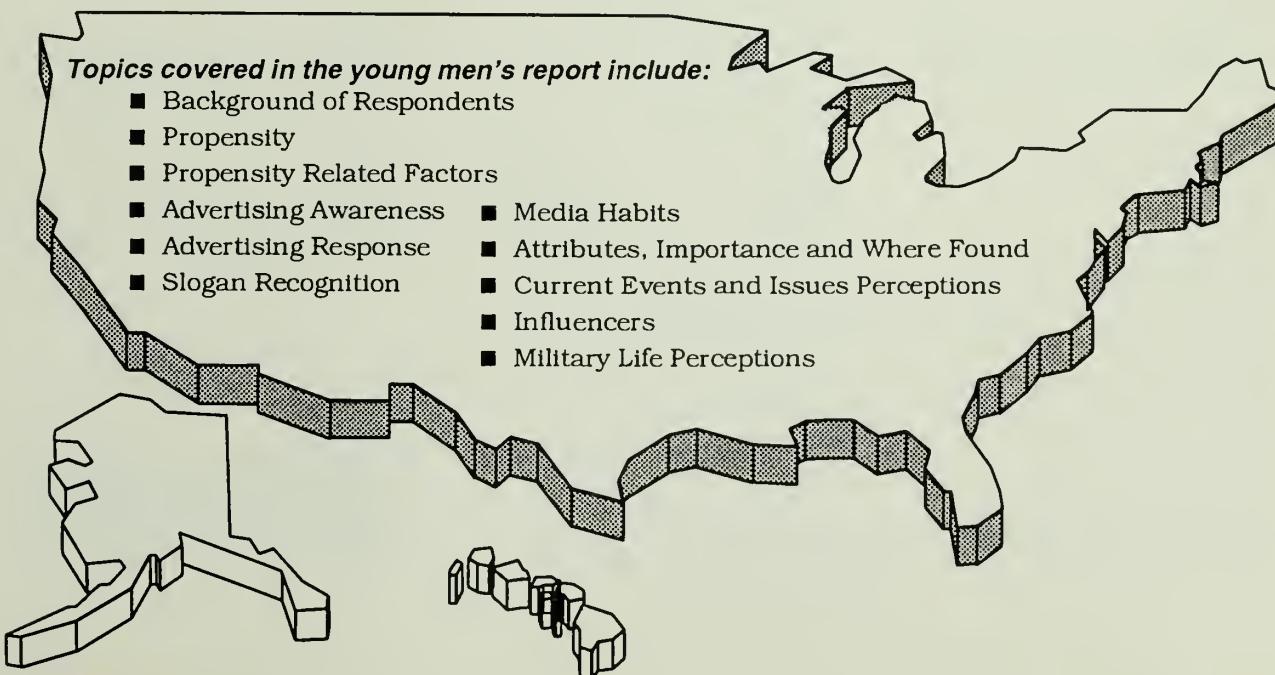
fense Manpower Data Center, changed weights to be in-line with the Current Population Survey (CPS) in 1994. To maintain comparability over the data series, they then had to revise YATS weights for earlier years to be consistent with CPS demographics.

The upshot of this is two-fold. First, in addition to conducting analysis for the 1994 survey, a complete retabulation of the reweighted data for earlier YATS surveys was required. Second, one can no longer simply add data from the most recent survey to a chart from last year to update it. While unweighted data for 1993 (in previous reports) remain valid for comparison to earlier unrevised data, the procedure has changed for updating to 1994. When 1994 results are added to a time series, estimates for the pre-1994 data must shift to the revised level to allow valid comparisons and contrasts.

In future Market Reports we will share key results on some of these topics.

Topics covered in the young men's report include:

- Background of Respondents
- Propensity
- Propensity Related Factors
- Advertising Awareness
- Advertising Response
- Slogan Recognition
- Media Habits
- Attributes, Importance and Where Found
- Current Events and Issues Perceptions
- Influencers
- Military Life Perceptions



Ref USAREC/FORSCOM Regulation 601-67, Unit Referral System.

The URS is designed to provide USAR unit commanders the opportunity to directly influence the number and quality of accessions into USAR TPUs and maintain a constant flow of leads to support USAREC USAR recruiters. It provides an easy means for unit soldiers to refer potential prospects to USAR recruiters.

USAR soldiers use the URS toll-free telephone number or USAREC Form 200-2D to refer prospects to their unit's supporting USAREC recruiter. The URS then generates lead and management cards for the USAREC recruiter to use while working the leads. The URS data base issues lead reports to USAREC and USAR organizations.

Ref RECUSAR MSG 95-023, Part 1, Proper Processing of Unit Referrals.

Although the Unit Referral System was designed to provide leads to USAR recruiters through an automated system from TPU soldiers. The URS also provides an opportunity for positive interaction between the recruiter and the soldiers in the TPU they support.

To improve effectiveness, HQ USAREC and HQ USARC will provide aggressive support to ensure every effort is made to enlist referrals in the unit that referred them. This includes the use of choice zip code, choice MOS, choice UIC, blocking units, and exception to policy requests, when appropriate.

Effective immediately, every effort will be made to assign personnel to the unit they were referred for, without regard to unit priority. However, there are factors that may prevent the assignment, such as available unit vacancies, unit structure, unit strength, soldier qualifi-

TPU commander on the status or final determination on referred applicants.

Ref IRR Screening Program and late submissions of DARP Form 3425-E.

The Reserve Affairs Directorate has been made aware of a lack of compliance with some provisions of USAREC Regulation 140-4. Analysis of the 28 DARP Forms 3425-E received by ARPERCEN in the month of February 1995 revealed the following:

- All 28 were over 60 days old.
- Nineteen (68 percent) exceeded 180 days.
- Two were greater than a year old.

USAREC Regulation 140-4 requires completed screening forms to be mailed to ARPERCEN weekly.

This type of performance can adversely effect the value of mustering soldiers. These late submissions also caused soldiers to be paid late and generated unnecessary soldier pay inquiries.

We need your immediate support to remedy this situation and achieve the quality of service deserved by soldiers and expected from USAREC. The address to send the DARP Form to is:

USARPERCEN(DARP-MOR)
PO Box 8398
St. Louis, MO 63132-9988

Any questions concerning information in this USAR News should be directed to your battalion USAR Operations section.



cations, distance from home of record to unit, pending inactivation of unit and the applicant's desire for skill training and benefits.

Recruiters will ensure that an applicant who is a referral is clearly identified as such. The recruiter will enter in the remarks section of page 3 on the DD Form 1966 series a statement that the applicant is a unit referral and citing the UIC of the unit of referral.

Prior to forwarding the packet to the MEPS, the recruiter will make a note on the front of the USAREC Form 794 indicating applicant is a unit referral.

The recruiter must ensure feedback is provided to the

1. To be considered complete, a priority A school list must contain at least ____ percent of the class student body.
 - a. 70
 - b. 75
 - c. 80
 - d. 85
2. Recruiters will administer the CAST or EST to all applicants except those who have passed the SAT/ACT within the past two years.
 - a. true
 - b. false
3. An applicant who is 18 years old, has no law violations, and was born in the Marshall Islands is authorized an automated ENTNAC.
 - a. false
 - b. true
4. The maximum amount that will be repaid by the Student Loan Repayment Program (SLRP) is:
 - a. 40,000.
 - b. 50,000.
 - c. 55,000.
 - d. 45,000.
5. To meet minimum trainability requirements, an PS applicant must achieve a score of 85 in at least ____ aptitude areas of the ASVAB.
 - a. five
 - b. four
 - c. three
 - d. two
6. MOS 91S Preventive Medicine Specialist is authorized for enlistment under the STARR Program.
 - a. true
 - b. false
7. An applicant enlisting for grade E-4, with 23 months and 21 days prior service, who is married and has three children is qualified for enlistment.
 - a. true
 - b. false
8. One semester hour of college credit equals ____ clock hours.
 - a. 15
 - b. 30
 - c. 45
 - d. 60
9. PS applicants are required to have their initial issue of clothing if their break in service was less than 120 days.
 - a. true
 - b. false
10. How many days in advance of an applicant's 17th birthday can parental consent be obtained?
 - a. three
 - b. five
 - c. seven
 - d. none
11. The M67 hand grenade can be thrown more than ____ meters by most soldiers.
 - a. 15
 - b. 50
 - c. 40
 - d. 25
12. Which of the following is NOT a characteristic of the UH 60 "Blackhawk" Helicopter?
 - a. rectangular fuselage with rounded nose
 - b. three-wheel landing gear
 - c. stubby weapons-carrying wings mounted mid-fuselage
 - d. four bladed main and tail rotors
13. When using M8 Detection Paper to determine if a chemical agent is present, a yellow-gold color indicates the presence of a:
 - a. nerve agent.
 - b. blister agent.
 - c. blood agent.
 - d. none of the above.
14. The three field expedient ways of determining direction are the shadow tip method, the north star method, and the ____.
 - a. polar method
 - b. atlas method
 - c. watch method
 - d. none of the above
15. Which of the following is not a symptom of mild nerve agent poisoning?
 - a. stomach cramps
 - b. difficulty seeing
 - c. runny nose
 - d. excessive thirst

(The answers to this month's Test can be found on the inside back cover.)

The following is a list by battalion of the first OPSC and LPSC to achieve S2K mission box in RSM May.

1st Brigade

ALBANY

LPSC - Manchester RS
OPSC - Fuerth RS

BALTIMORE

LPSC - Florida Avenue RS
OPSC - Conkling Street RS

NEW ENGLAND

LPSC - Warwick RS
OPSC - Presque Isle RS
OPSC - Farmington RS

HARRISBURG

LPSC - Selinsgrove RS
OPSC - Towanda RS

NEW YORK

LPSC - Hackensack RS
OPSC - Times Square RS

PHILADELPHIA

LPSC - Northeast RS
OPSC - Browns Mills RS

PITTSBURGH

LPSC - Johnstown RS
OPSC - Carnegie RS

SYRACUSE

LPSC - New Hartford/Utica RS
OPSC - Cortland RS

BECKLEY

LPSC - Ashland RS
OPSC - Charlottesville RS

2d Brigade

ATLANTA

LPSC - Atlanta Peachtree RS
OPSC - LaGrange RS

COLUMBIA

LPSC - Columbia Dentsville RS
OPSC - Georgetown RS

JACKSONVILLE

LPSC - Daytona Beach RS
OPSC - Lake City RS

MIAMI

LPSC - Rio Piedras RS
OPSC - Arecibo RS
OPSC - Stuart RS

MONTGOMERY

LPSC - Montgomery East RS
OPSC - Birmingham RS

NASHVILLE

LPSC - Knoxville East RS
OPSC - Campbellsville RS

RALEIGH

LPSC - Goldsboro RS
OPSC - High Point RS

TAMPA

LPSC - Pinellas Park RS
OPSC - Port Charlotte RS

JACKSON

LPSC - Columbus RS
OPSC - Greenville RS

3d Brigade

CHICAGO

LPSC - Schaumburg RS

CLEVELAND

LPSC - Massillion RS

COLUMBUS

LPSC - Dayton East RS
OPSC - Findaly RS

INDIANAPOLIS

LPSC - Anderson RS
OPSC - Aurora RS
OPSC - Crestwood RS

GREAT LAKES

LPSC - Petoskey RS
OPSC - East Tawas RS

MILWAUKEE

LPSC - Greenfield RS
OPSC - Rhinelander RS

MINNEAPOLIS

LPSC - Saint Cloud RS
OPSC - Pierre RS

5th Brigade

DALLAS

LPSC - Ridgmar RS
OPSC - Cleburne RS

DES MOINES

LPSC - Cedar Rapids East RS

HOUSTON

LPSC - Deer Park RS
OPSC - Orange RS

KANSAS CITY

LPSC - Springfield-Seminole RS
OPSC - Sedalia RS

NEW ORLEANS

LPSC - Lake Charles RS
OPSC - Ruston RS

OKLAHOMA CITY

LPSC - Capitol Hill RS
OPSC - Clinton RS

SAN ANTONIO

LPSC - El Paso RS
OPSC - Silver City RS

ST LOUIS

LPSC - East St Louis RS
OPSC - Granite City RS

6th Brigade

DENVER

LPSC - Westminister RS
OPSC - Scotts Bluff RS

LOS ANGELES

LPSC - Inglewood RS
OPSC - Santa Maria RS

PHOENIX

LPSC - Las Vegas North RS
OPSC - Henderson RS

PORTLAND

LPSC - Guam RS
LPSC - Ft DeRussey RS
OPSC - Springfield RS

SACREMENTO

LPSC - Santa Rosa RS
OPSC - Eureka RS

SALT LAKE CITY

LPSC - South Salt Lake RS
OPSC - Ontario RS

SANTA ANA

LPSC - Moreno Valley RS
OPSC - Corona RS

SEATTLE

LPSC - Puyallup RS
OPSC - Port Angeles RS

POC is SFC Ayers, Recruiting Operations, (502) 624-0813.



Gold Badges

ALBANY

SFC Anthony Chambers
SGT C. Hodgkins
SSG Lawrence Wheeler
SSG Sherri Carter-Haith

ATLANTA

SFC Stephen Maynard
SSG Hernando Prater
SGT Robert Dickinson
SSG Marshall Scott

BALTIMORE

SSG Marc Butterfield
SSG Stephen Miller
SSG James McCollum
SSG Terry Godsey

CHICAGO

SFC Brent Holman

CLEVELAND

SSG Walter Baker
SSG Darrell Thevenin

COLUMBIA

SFC John Hicks
SSG Claudia Thomas
SGT Brian Walter
SSG Howard Lattimore

DALLAS

SGT Tracy Driver
SSG Steven Sumners
SSG Dan Meckel
SGT Alcibiades Angulo
SFC Thomas Keaton
SSG Jamie Leggitton

SFC Robbie Reinstein
SGT Jeffery Welch

DENVER

SFC Kenneth Leblanc
SSG William Goodwin
SGT Michael Shufford
SGT Mark Young
SSG Harold Billings
SSG Stuart Jensen
SSG Norma Hogan

DES MOINES

SFC Scott Steede

GREAT LAKES

SFC Sandy Scott
SGT Todd Guynn
SGT Stacy Willis
SGT Frank French
SSG C. Cardenas
SSG Christopher Worick

HARRISBURG

SGT Scot Terry
SSG Daniel Bivens

HOUSTON

SGT Gregory Handy
SSG Howard Doty
SGT Clifton Hale

INDIANAPOLIS

SFC Robert Michelic
SFC Breton Bridges
SSG Gary Romero

JACKSON

SSG Jerry Dawson

SGT Bruce Willis
SGT Ronald Evans

JACKSONVILLE

SFC E. Burgos-Rodriguez
SGT Dana Stephenson
SSG Thomas Earley
SFC Stephen Flores

KANSAS CITY

SSG David Patzner
SSG John Gilliland

MIAMI

SFC Osvaldo Vazquez
SSG Donald Greene
SSG Jose Maldonado
SSG Felipe Calahan
SSG James Bradshaw

MILWAUKEE

SGT Teresa Davidson
SSG Michael Meldrum
SSG Bruce Hayes
SSG Kenneth Heying
SSG David Groce

MINNEAPOLIS

SGT Scott Harvey
SSG Joseph Murphy

NASHVILLE

SGT Jason Gibbons
SFC Clifford Roddy

NEW ENGLAND

SSG Robert Webber
SFC Charlie Crawford
SSG Paul Downing

SFC Anthony Bannerman
SSG Mark Schuttler

NEW ORLEANS

SSG James Lacks
SGT Gary Moore
SGT Benjamin Brown

PHOENIX

SSG Martin Arellano
SSG Ezell Hudson
SGT Christopher Collins
SGT Charles Brady
SSG Rodolfo Aldaco

PITTSBURGH

SFC Gilbert Dreger
SGT Randall Newsome

PORTLAND

SSG Mataimoa Pisia

SAN ANTONIO

SSG Carlos Quiles-Exia

ST. LOUIS

SSG Rodney Vorndam
SSG Terry Boddie
SFC David Bagnall
SSG Brook Reinhold
SSG Robert Zinkan
SFC John Rose

SYRACUSE

SGT Eddie Facyson
SSG Nicholas Paul
SSG Daniel Benesh
SGT Keith Willis
SSG Boris Moreno

Salutes

Rings

ATLANTA

SSG Michael Mathis

BALTIMORE

SSG Willie Wilson

SSG Anthony Webster

BECKLEY

SFC John Beard

SFC Terry Carter

SFC James Watkins

SSG Andrew Colon

SSG Michael Klacik

CHICAGO

SSG Todd Kirkpatrick

SFC Brian Tull

SFC Candace McCreary

CLEVELAND

SFC Jeffrey Stokes

SSG Michael Miller

SFC William Hoagland

SFC Alfred Taylor

INDIANAPOLIS

SSG Jeffrey Payne

MSG John McCarthy

SFC James Offutt

JACKSON

SFC Michael Johnson

JACKSONVILLE

SFC Anthony Goble

SFC Robert Jackson

NEW ENGLAND

SSG Russell Schmidt

SSG Timothy Bell

SFC Michael Glidden

SFC Lawrence Gervais

NEW ORLEANS

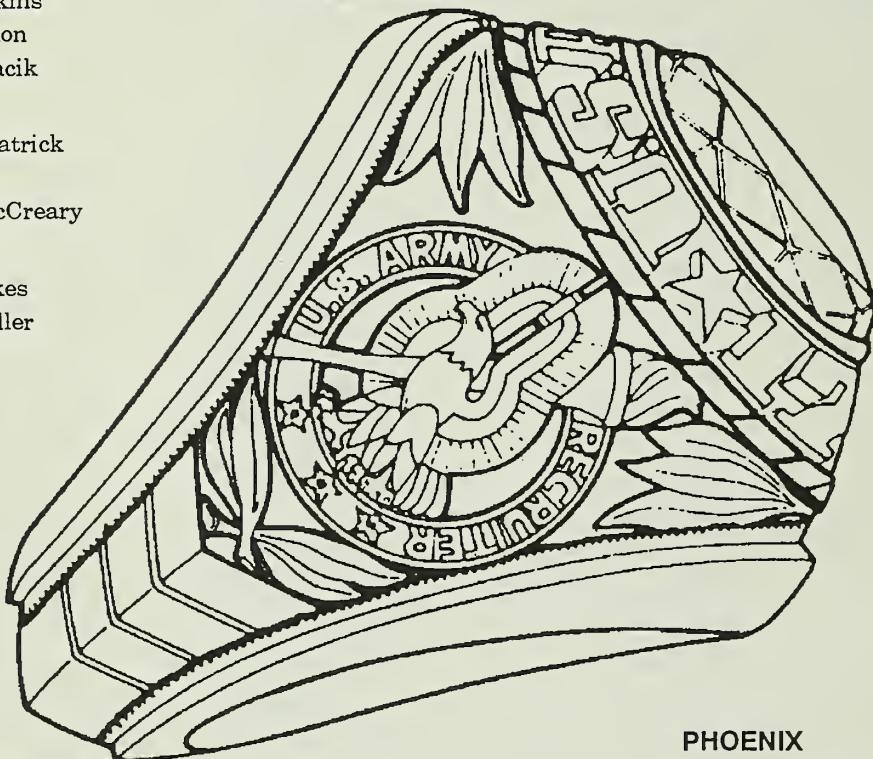
SFC Karl Drescher

OKLAHOMA CITY

SSG Anthony Bowden

SFC Calvin Johnson

SSG Timothy Morrison



COLUMBIA

SFC Michael McKnight

SSG Freddie Boston

SGT Stomy Gillens

SFC Mark Mead

DALLAS

SSG Richard Stroup

GREAT LAKES

SSG Lawrence Peabody

SFC Charles Hall

SSG David Wiley

HOUSTON

SSG Tyrone Welch

KANSAS CITY

SSG Kevin Griffin

SFC Patrick Sorenson

SFC Gary Augustine

MINNEAPOLIS

SFC Benton Winrich

SFC Mark Brown

SSG Virgil Millett

SFC Judthih DeJesus

SFC Donald Green

SFC Anthony Rehak

PHOENIX

1SG Diana Martinez

SFC Gary Knott

SSG Michael Guerry

PITTSBURGH

SFC Johnny Ivey

SFC Thomas McGarry

PORTLAND

SFC Michael McKeegan

SACRAMENTO

SFC David Stratton

TAMPA

SFC Michael Belanger

SFC Allen Goff

International Science and Engineering Fair

The three top winners

The three top Army International Science and Engineering Fair winners will receive expense-paid trips to Tokyo and London.

Tracy Caroline Phillips, 18, Lido Beach, N.Y., (*New York Battalion*) and Adam Amiel Friedman, 16, Ridgeland, Miss., (*Jackson Battalion*) were selected to attend the Japan Student Science Awards Ceremony in Tokyo, Japan, in January 1996. They will both receive \$2,000 in US Savings Bonds and a \$150 check from the Association of the United States Army. Phillips was selected for her engineering project, "Money Talks: Wallet Sized Currency Vocalizer for the Blind." Friedman was selected for his medicine and health project, "Anti-Cancer Effect of Broccoli."

Katherin Marie Slimak, 16, Springfield, Va., (*Baltimore Battalion*) was selected to attend the London International Youth Science Forum in July 1995 at the University of London. She will also receive \$2,000 in US Saving Bonds and a \$150 check from the Association of the United States Army. Her project in the Environmental Science category was "Avoidance Behavior and Cholinesterase Activity in Organisms Exposed to Pesticides in Air and Soil Media."

Other category winners

Also selected were 13 category winners to receive a certificate of achievement, a gold medallion for

scientific and engineering excellence, and \$2,000 in US Saving Bonds. They are as follows:

Behavioral and Social Sciences Winner - Ann Clair Seiferle-Valencia, 15, Farmington, N.M., (*Phoenix Battalion*). Project: Too Many People: Over Population of Chaco Canyon.

Biochemistry Winner - Roxana Maria Gonzalez, 18, Miami, Fl., (*Miami Battalion*). Project: Molecular Investigations of Laron Syndrome and the 17th Century. Gonzalez was also selected to be the alternate for the London International Youth Science Forum trip to London, England.

Botany Winner - Victoria Reynolds Miller, 15, St. Paul, Minn., (*Minneapolis Battalion*). Project: Effects of Simulated Microgravity on Nitrogen Uptake in *Triticum Aestivum*. Miller was also selected to be the alternate for the Operation Cherry Blossom trip to Tokyo, Japan.

Chemistry Winner - James Anthony Costa, 17, Lecanto, Fl., (*Jacksonville Battalion*). Project: Cyanoacrylate "Next Generation in Fingerprinting."

Computer Science Winner - James Stevenson Clark IV, 17, Sperryville, Va., (*Baltimore Battalion*). Project: Traveling Salesman Problem, New Methods for Solving: Phase III.

Earth and Space Sciences Winner - Anne Jefferson, 16, Winona, Minn., (*Minneapolis Battalion*). Project: Changes in Island Morphol-

ogy and Sedimentation, Pool 6, Mississippi River.

Engineering Winner - Brooke Candice Feldman, 15, Tucson, Ariz., (*Phoenix Battalion*).

Project: Metallurgical Properties of Steel Alloy Knife Blades.

Environmental Sciences Winner - Jennifer Jo Tricker, 16, Mishawaka, Ind., (*Indianapolis Battalion*). Project: Evaluation of AZO Dye Remediation Processes Through Toxicity Assays.

Mathematics Winner - Jacob Lurie, 17, Silver Spring, Md., (*Baltimore Battalion*). Project: Effective Content of the Theory Of Surreal Numbers.

Medicine and Health Winner - Carmen Josefa Buxo, 17, Miramar, Puerto Rico, (*Miami Battalion*). Project: Chitosan: Potential Use In Anticancer Therapy.

Microbiology Winner - Neely Manoj Shah, 14, Warner Robins, Ga., (*Atlanta Battalion*). Project: Effects of Peach Bark on Armillaria.

Physics Winner - Frederick Marvin Niell III, 18, Memphis, Tenn., (*Jackson Battalion*). Project: Resonance Spectral Analysis with a Home Built Cyclotron.

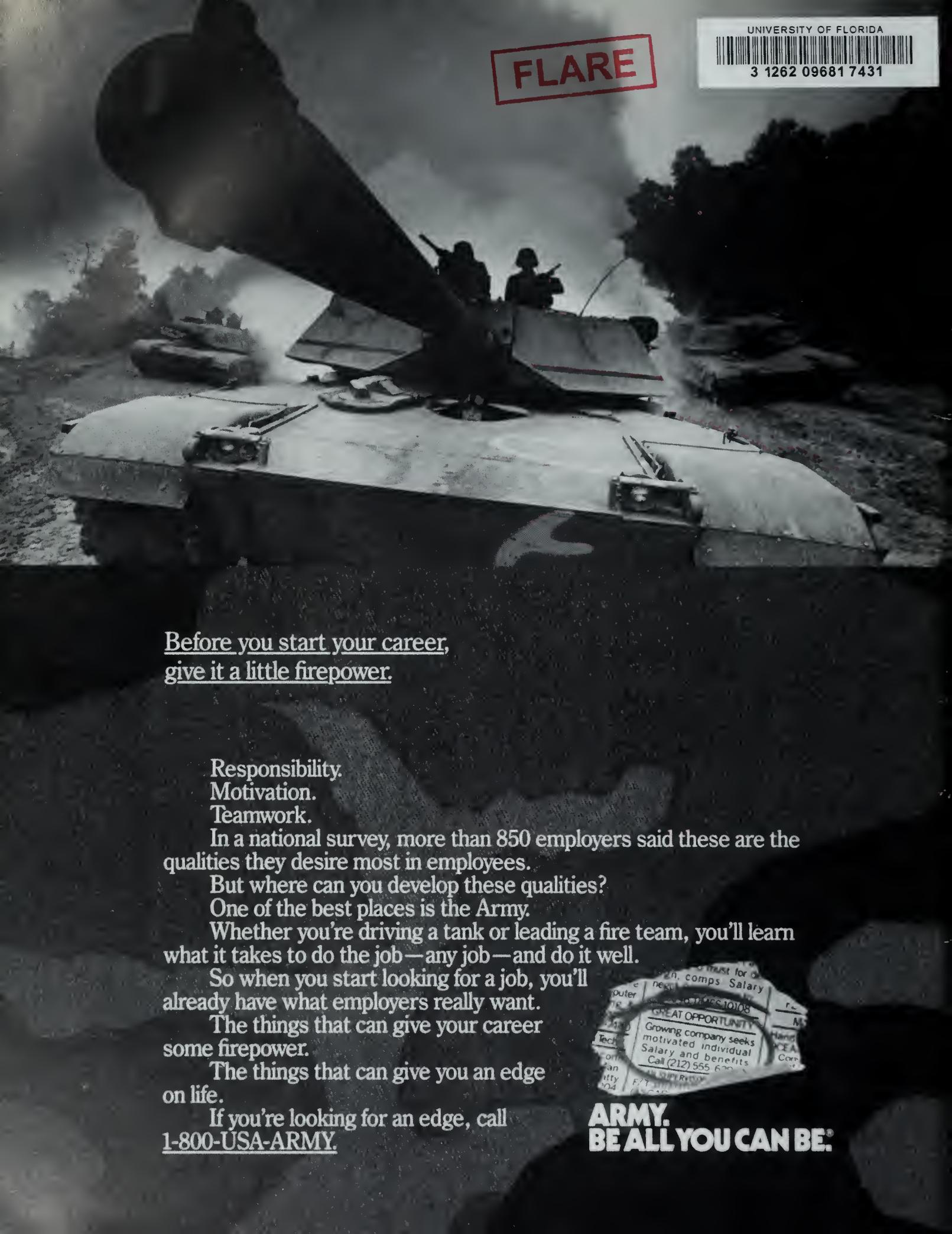
Zoology Winner - Amy Elizabeth Plummer, 17, Doylestown, Pa., (*Philadelphia Battalion*). Project: Mammalian IGF-1 Analysis Using Cell Culture and Egg Yolk Antibodies.

Answers to the Test

1. D, USAREC Reg 350-6, para 3-14 b
2. B, USAREC Reg 350-6, para 4-2d
3. A, USAREC Reg 601-97, Chapter 6, para 15c
4. C, USAREC Reg 621-1, para 307a
5. C, AR 601-210, para 3-5(1)
6. B, AR 601-210, Table 9-12, line 9
7. B, AR 601-210, para 3-8(4)
8. C, AR 601-210, para 2-22a(1)
9. B, AR 601-210, para 2-13 b
10. C, AR 601-210, para 2-3(a)
11. C, STP 21-1-SMCT, page 244
12. C, STP 21-1-SMCT, page 19
13. A, STP 21-1-SMCT, page 429
14. C, STP 21-1-SMCT, page 91
15. D, STP 21-1-SMCT, page 462



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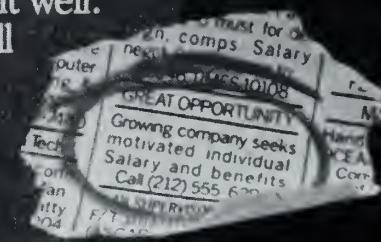
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